

Hard to Earn but Easy to Break:
Consumer Trust and Ways to Improve it with Messaging

Ashley Arnold

University of Minnesota
Professional M.A. in Strategic Communication - Capstone Paper
August 2018

About the Author

Ashley received her B.A. in journalism and mass communication with an emphasis in advertising from the University of Oklahoma in 2011. Her minor in enterprise studies expanded her learning into areas such as marketing, communications, business and psychology, but her dream to work at an advertising agency lead her to accept a job in Minneapolis after graduation. She began entry-level at an agency as an account assistant and worked her way up to account executive and then account manager, where she leads a team in the strategy, planning, execution and optimization of print and digital advertising campaigns for national clients across a variety of industries.

Most of the industries included in this paper were selected because Ashley manages relationships with key accounts in these industries for her agency. They are also industries that in recent years have faced some level of struggle as it relates to consumer trust in the organizations that make them up. With this research she hopes to gain additional insights into where consumer trust currently stands and if/how the messages organizations (including her clients) communicate externally are affected. This paper is the final project in her completion of the Professional M.A in Strategic Communication program at the University of Minnesota.

Executive Summary

The purpose of this paper is to examine relationships between industry type and consumer trust in the industry, and to examine relationships between industry type and consumer trust in messages from organizations in each industry. Five industries out of larger S&P 500 sectors were selected: banking, pharmaceuticals, insurance, social media, and wireless telecommunications. To quantitatively measure trust in each industry, a survey asked respondents to measure their trust across five dimensions established from existing literature. To determine trust in messages, interviews asked respondents to provide their thoughts and opinions on select messages from some of the top organizations in each industry.

Survey results showed neutral to low levels of trust in all five industries in all five dimensions. Overall trust was highest for banks and lowest for social media companies. Messages specific to organizations that have recently come under scrutiny for illegal or ethically questionable practices were viewed more as attempts to improve their image, but overall it was the messages that displayed specific actions that were viewed as the most trustworthy and viewed most favorably. In addition, the messages themselves didn't do much in any industry to change existing perceptions of the companies. Further discussion and recommendations for communicators are provided in this paper based on the results of these studies.

TABLE OF CONTENTS

Introduction	4
Literature Review	7
Industry Overview	7
Dimensions & Definitions of Trust	9
Antecedents to and Outcomes of Trust	11
Trust Dimensions as Related to Industry Type	13
The Influence of Industry Trust on Organizational Trust - Institutional Theory vs. Functionalist Theory	16
Relationships between Messaging and Trust - Source Credibility Theory	17
Method	17
Results	21
Survey Results	21
Interview Results	27
Discussion & Recommendations	33
Limitations & Future Research	38
Conclusion	41
References	44
Appendix	50

Introduction

In 2016, the Consumer Financial Protection Bureau hit Wells Fargo with the largest penalty in the Bureau's history (Hayashi, 2016) after discovering employees were opening new customer accounts and transferring funds without customer consent in an attempt to meet sales goals. After the \$185 million in fines and \$2.5 million in customer refunds, it quickly discovered another consequence potentially more detrimental to its business: a destroyed reputation and falling share prices in the days and weeks after the breaking news (Glazer, 2016; Hayashi, 2016). The year before, the Bureau fined Citibank for "deceptive marketing and unfair billing of credit card add-on products," and it plans to use a portion of these fines (among others) to compensate the victims of illegal practices uncovered in the banking industry (Hayashi, 2016).

Earlier this year, the state of Massachusetts filed a lawsuit against a director at British pharmaceutical company GlaxoSmithKline, accusing her of "fueling the US opioid addiction epidemic" during her time at Purdue Pharma. Purdue, along with other drug makers, pharmacy groups and wholesalers, are facing lawsuits from more than 30 US government institutions and authorities for their roles in marketing prescription opioids to vulnerable people and deceiving doctors and patients on the dangers of prescribing the drugs for long periods of time (Crow, 2018). In addition to the scrutiny of drug side effects, pharmaceutical companies are facing mounting pressure to mitigate skyrocketing drug prices. However, despite the media coverage, public backlash, and criticism from President Trump, 3,653 price increases on 1,045 different drug products have been instituted so far in 2018, with the median increase being 8% (Rockoff, 2018).

Although four telecommunications companies account for 90% of US revenue in the wireless telecommunications industry (Hoover's, 2018), T-Mobile and Sprint are currently defending a proposed merger of the two companies before Congress, the Federal Communications Commission and the Justice Department (FitzGerald, 2018). The benefits of an approved and successful merger are questioned by some antitrust activists, who are concerned about the idea of having only three players in what is already such a concentrated industry (USA Today, May 2018). In fact, this merger has been proposed in the past and failed, in part due to antitrust concerns (FitzGerald, 2018; USA Today, May 2018).

In March 2018, Facebook began investigating reports that data firm Cambridge Analytica had improperly collected and held data about tens of millions of Facebook users and used that data during the 2016 election when it worked with Donald Trump (O'Reilly & Vranica, 2018). In addition to the fury expressed by consumers, advertisers began to pull spend from the platform and shares took a hit while all stakeholders waited to see how the company and regulators responded. The event wasn't helped by the fact that the company had also recently faced questions about the credibility of the data it was providing on ad campaign viewership (O'Reilly & Vranica, 2018).

The above stories have a lot in common. They all took place in just the last three years. They all come from organizations or trends in some of the largest industries in the United States. Most importantly, all of them made news headlines, and consumers seem to be questioning company motivations and the trustworthiness of big businesses more and more. It seems like when it comes to these industries, the only time we ever hear news stories about them or organizations in them, they're negative or portrayed in an unfavorable light. For some, like Wells

Fargo and Facebook, the negative press was well deserved, but are these incidents having an impact on other organizations in these industries? Do consumers see them as isolated incidents, or as proof that certain industries just can't be trusted? Can communication help an organization when consumers think all organizations like them aren't acting in their best interest?

There is a significant amount of research looking at source credibility and its effect on consumer attitudes and behaviors. In existing literature, three characteristics have been repeatedly cited as core attributes of credibility: expertise, trustworthiness, and goodwill (Perloff, 2014). This study will look at trustworthiness by itself and consider whether organizations in the US banking, insurance, pharmaceutical, social media, and wireless telecommunications industries face communication challenges due to a lack of consumer trust in their industry. This type of research is important for organizational leaders to understand whether brands and companies in their industry face communications challenges and a lack of consumer trust just due to the type of business they do, not brand perception or any specific actions they have taken. External communications professionals can benefit from this research by gaining an understanding of what their audiences' attitudes are as they relate to trust. More importantly, this research can provide a baseline for organizations to use when studying trust in their own organization. They will be able to see if their industry as a whole is struggling with perceptions of being untrustworthy and create communications plans to address customer concerns.

This paper will review the results of two studies and existing literature in an attempt to answer the following questions:

RQ1: What is the relationship between industry type and consumer trust in organizations across different industries?

RQ2: What is the relationship between industry type and consumer trust in communication messages from organizations across different industries?

As noted above, the primary outcome sought in this research is to examine whether organizations in certain industries face communication challenges with consumers due to a lack of consumer trust in the industry. The secondary outcome is to gain insight into consumer trust in these industries across different dimensions, including reliability, security, transparency, and whether they believe organizations in these industries value their customers and are working in customers' best interests. These results will then be compared to consumer responses related to trust in messaging communicated by organizations in these industries, to determine if there is a relationship between trust in industry and trust in message.

Literature Review

Industry Overview

Research exists for consumer trust in larger social institutions, including business, government, non-government organizations and media (Edelman, 2018), but research looking at levels and dimensions of trust in specific industries is limited. Industries are defined as “a group of firms that offer a product or class of products that are similar and are close substitutes for one another” (Walker Jr., Mullins, 2014). Industries are sub-categories of sectors, which are 10 major groupings of similar companies in the US that investors use when analyzing corporations (Kennon, 2018). From the S&P 500 index, the below industries will be considered:

Banking (part of the “financials” sector) - There are almost 5,000 commercial banks and 770 savings banks in the US banking industry as of 2018 (Hoover's, 2018). According to Hoover's (2018), these companies' primary operations include accepting deposits and making

financial loans to organizations and consumers. Some of the largest banks in the US include Bank of America, Citibank, JPMorgan Chase, and Wells Fargo (Hoover's, 2018).

Insurance carriers (part of the “financials” sector) - There are around 35,000 establishments in the US that “underwrite insurance policies and annuities that are paid out in the case of death, illness, injury or damage to property” (Hoover's, 2018). Some of the largest insurance carriers in the US include Anthem, AIG, MetLife, Prudential Financial, State Farm, and UnitedHealth (Hoover's, 2018).

Pharmaceuticals (part of the “health care” sector) - Companies that manufacture and process medicines fall into the pharmaceutical industry. There are about 1,700 companies in this industry in the US, with major players including Bristol-Myers Squibb, Eli Lilly, Johnson & Johnson, Merck & Co, and Pfizer (Hoover's, 2018).

Wireless telecommunications services (part of the “telecommunication” sector) - Verizon Wireless, AT&T Mobility, T-Mobile US, and Sprint Communications are the four largest wireless telecommunications companies in the United States, accounting for about 90% of industry revenue (Hoover's, 2018). While this industry is often linked to mobile phones and other mobile internet-connected devices, this paper will only focus on the telecommunications companies themselves, as providers of voice calls, text messaging and internet access.

Social media (part of the “consumer discretionary” sector) - For this study, social media will be looked at as an industry - as organizations that offer products and services to users online. Because it is not classified as an industry in itself, Hoover's (2018) includes Facebook, Twitter, LinkedIn, and other related and subsidiary social media companies in an “internet publishing, broadcasting & search portals” industry. Companies in this industry publish content online and

operate websites that allow others to publish and find content online. It's important to note that with this group of organizations the primary source of revenue comes from advertising instead of consumer dollars, while the other four industries in this paper rely on consumer spending or investing as their primary source of revenue (Hoover's, 2018).

Dimensions & Definitions of Trust

As noted above, while there is a significant amount of research on the concept of "trust," much of the current literature related to business and communication looks at trust in brands and organizations, and the literature surrounding trust in industries is limited. Researchers have developed and hypothesized a variety of dimensions that could factor into an organization's or brand's perception of being trustworthy. One dimension that has received significant attention as a definition of trust is reliability, or an organization's ability to consistently do for consumers what it says it will (Delgado-Ballester et. al., 2001; Sung, 2010; Song, 2012). Delgado-Ballester et. al. (2001) also included a dimension of "intentions," suggesting that a trustworthy brand won't take advantage of its consumers in any way. Using the Delgado-Ballester et. al. dimensions as a baseline for further study, other researchers also pulled in dimensions of expertise, or the skill and knowledge of the organization (Sung, 2010), and the "disposition toward a brand characterized by positive expectation of and willingness to rely on the brand" (Xingyuan et. al., 2010), the latter still signifying the importance of reliability.

Lassoued and Hobbs (2015) broke out dimensions even further, including competence (quality and safety), credibility (having messaging that is believable and delivering on that messaging), benevolence (the organization's benefits it will provide the consumer), and reputation (consistency in delivering both a quality product and honest communication) in their

definition of trust. In their study, these concepts were rolled into one overarching concept of “brand performance” to refer to the levels of quality and safety consumers perceived in brands (Lassoued & Hobbs, 2015). Competence is an important factor for industry leaders to consider, and for pharmaceutical companies specifically, they must be safe and produce high-quality products to successfully operate according to US regulations. Other industries, such as wireless telecommunications and social media, are less dependent on consumer safety and so can consider the dimension of “competence” more in terms of “ability” (McKnight & Chervany, 2001) and “expertise” (van Esterik-Plasmeijer, 2017) in successfully carrying out the duties expected of them.

As an alternate way of determining dimensions that could be attributed to perceptions of trust, Sung (2010) used trust as a dependent variable that could be measured in relation to five “brand personality dimensions.” In this study, messaging that conveyed “brand personality dimensions” of sincerity and competence were perceived by consumers to come from brands that were more trustworthy than messages conveying excitement, sophistication and ruggedness. Interestingly, Sung (2010) included reliability in the list of characteristics that defined “competence,” showing this factor still plays a large role in determining trust.

Using the current literature as a starting point in finding relevant answers to the above research questions, the concepts and definitions above have been condensed to the following dimensions of trust to be used as a theoretical definition for this study:

- Transparency: Open, clear (van Esterik-Plasmeijer, 2017), honest, and objective (Hernandez et. al., 2014)

- Privacy/security: "the state of being **free from unauthorized intrusion or disturbance** in one's private life or affairs...ability of users to express and rely upon a set of **guarantees** that a system may make, explicitly or implicitly, **about its treatment of user data and other resources**" (Tsekleves et. al., 2013)
- Competence: "having the ability or power to do for one what needs done" (McKnight & Chervany, 2001); expertise (van Esterik-Plasmeijer, 2017)
- Reliability: "has the required capacity to **respond to the consumers' needs**, for example, by offering the new products that the consumer may need or by a **constant quality** level in its offering. This dimension implies...a **promise of future performance**" (Delgado-Ballester, 2001)
- Benevolence: "confidence that the [industry] has a positive orientation towards its consumers beyond any self-interest" (Lassoued & Hobbs, 2015), as determined by:
 - Social responsibility
 - Interest in consumer value and welfare

Antecedents to and Outcomes of Trust

Many studies have been conducted to determine not just how feelings of trust are generated in consumers toward companies and products, but how those feelings affect consumers' interactions with and attitudes toward the companies and products in question. Firstly, Lassoued and Hobbs (2015) explain that the determinants of trust can vary depending on the type of business ("business to business, business to consumer, consumer to product, etc.") and the industry being studied. For example, when it comes to luxury brand industries, trust is hard-earned as consumers go through a highly involved, "calculative" thought and research

process before determining whether a brand or product is reliable (Song, 2012). Conversely, in lower-involvement industries such as retail and fast food, consumers tend to rely more on whether a brand has “satisfied” them in the past to determine whether they believe it will do so again (Hess & Story, 2005). In fact, satisfaction is seen in many studies as a strong antecedent to brand trust, showing that past experience plays a significant part in perceptions of trust (Delgado-Ballester et. al., 2001; Hess & Story, 2005). Adding to this, Song (2012) states that as part of consumers’ past experiences they develop an emotional response to a brand. That brand affect had a strong positive correlation to resulting levels of brand trust, showing that affect can be another antecedent (Song, 2012).

For trust to become a player in consumer/industry interactions, there must first be some level of risk involved on either side. From a consumer perspective, when purchasing a product or service there is an element of “vulnerability,” in that the consumer has a need to fulfill and is more subject to the actions and decisions of an organization during the transaction than vice versa (Delgado-Ballester et. al., 2001). For example, the pharmaceuticals industry poses a high magnitude of risk for consumers and therefore requires a high level of trust in a pharmaceutical company (Brown & Calnan, 2010). This is because people often depend on medications, but at the same time they don’t understand the production and testing processes and can face adverse reactions and side effects (Brown & Calnan, 2010). If a consumer has no history with or knowledge of a product or category, the ultimate purchasing decision must come from a place of uncertainty about whether the product benefits promised are actually true (Brown & Calnan, 2010; Song, 2012; Lassoued & Hobbs, 2015). If there is a higher “inherent risk” perceived in a purchase then the purchase will require a higher level of involvement, in which case the

consumer will seek the brand that is perceived to be the most reliable (Delgado-Ballester et. al., 2001).

Consumer trust is important because research has shown that it has a direct impact on customer commitment and often results in a higher likelihood that consumers will remain loyal to a company (Delgado-Ballester et. al., 2001; Sung, 2010; Song, 2012; Lassoued & Hobbs, 2015). Haig (2015) elaborates further by saying that trust is essential for a business to function, as it's the fundamental concept behind whether a consumer will decide to put any "faith" (i.e. patronage) into a company. This consumer loyalty, as established from trust in the organization, can go beyond purchasing decisions and play a part as a stepping stone to a stronger relationship between consumer and organization (Hess & Story, 2005; Xingyuan, Li & Wei, 2010). These strong relationships are invaluable to organizations in any industry, as they can provide advocates and loyal supporters that can bolster an organization during times of turmoil (Pfeffer et. al., 2014).

Trust Dimensions as Related to Industry Type

There is a small amount of literature surrounding trust in specific industries, and it shows some distinct trends in dimensions of trust that are considered to be more relevant in some industries than others. It's important for industry leaders to know what dimension is most important to consumers when interacting with respective organizations, as the industries studied here are highly competitive and could use different dimensions of trust as points of competitive differentiation (Karjaluoto et. al., 2012) that could gain more consumer loyalty (Hansen, 2012; Karjaluoto et. al., 2012).

In the wireless telecommunications industry, organizations are increasingly price-driven in attracting customers to their offerings over others (Hoovers, 2018). As such, perceived consumer value takes precedent when consumers decide whether they trust that a telecommunications company is providing them with the best service performance and quality for their money (Karjaluoto et. al., 2012).

Research surrounding trust in social media typically focuses on the content published and shared on the platforms, not the social media companies themselves. However, some research has shown that consumers do in fact view social media “as both a technology and a quasi-person” (Lankton & McKnight, 2011), meaning there can be different levels and dimensions of trust between social media content and social media organizations. This study will look at social media as a group of organizations constituting an “industry” and consider all of the trust dimensions listed above as they relate to the operations of corporations such as Facebook, Twitter, and LinkedIn. On the technology side, competence and reliability are considered important factors, but benevolence (Lankton & McKnight, 2011) and transparency will be important focuses as they relate to social media as an industry, especially considering the recent negative news stories surrounding some social media organizations as mentioned in the introduction.

After the financial crisis in the mid-to-late 2000’s, the financial services sector (which includes banks and insurance companies) took a big hit in consumer trust across many important dimensions (Cooper & Frank, 2012; van Esterik-Plasmeijer, 2017). Not only was the integrity of the banking and insurance industries called into question, their overall competence and ability to effectively execute their functions faced significant scrutiny from customers and government

organizations (Cooper & Frank, 2012; van Esterik-Plasmeijer, 2017). While these struggles continue to this day (van Esterik-Plasmeijer, 2017), a newer concept of benevolence has taken the forefront as a concept of trust in these industries (Cooper & Frank, 2012; van Esterik-Plasmeijer, 2017) along with transparency and stability (van Esterik-Plasmeijer, 2017). Because integrity and stability face more government oversight to ensure these industries comply with ethical standards and can continue their functions in society (McKnight & Chervany, 2001), although they're important these dimensions are not looked at in this trust study. Instead, the dimensions of competence, transparency and benevolence will be important to focus on in survey results for these industries.

Like the financial industries, the pharmaceutical industry faces one of its largest hurdles when it comes to competence as a factor of trust (Hernandez et. al., 2014). As noted above there is a high level of vulnerability and uncertainty on the part of the consumer (Brown & Calnan, 2010), and drug safety controversies continue to erode the public's willingness to put their health in the hands of corporations they don't understand (Hernandez et. al., 2014). In this "asymmetry of power" a customer is at risk of an unfavorable outcome and must be able to rely on a pharmaceutical company's benevolence as well as its competence, ultimately expecting the company to fulfill its obligations to the customer "despite the presence of the possibility of opportunism" (Cooper & Frank, 2012). While organizations such as the FDA oversee the safety and efficacy of medications, it is then the competence of the workers for the FDA, and then the competence of the doctors prescribing the medications, that get considered by consumers when making decisions related to their health (Brown & Calnan, 2010; Hernandez et. al., 2014). However, Hernandez et. al. (2014) also argue that while regulations go a long way to building

consumer trust in pharmaceuticals, it's important for the pharmaceutical industry to take steps to building consumer trust using benevolence and shared values, so consumers grow to trust them because of who they are as an industry, not because of how well they adhere to laws set for them by other institutions.

The Influence of Industry Trust on Organizational Trust - Institutional Theory vs. Functionalist Theory

Much of the existing literature that could be applied to the purposes of this study look at trust in two ways: broad-scope trust (BST) and narrow-scope trust. Sirdeshmukh, et. al. (2002) discuss BST as trust in systems, but the definition of “the expectation held by consumers that companies within a particular business type are generally dependable and can be relied on to deliver on their promises” can also apply to this paper’s study of industries. Narrow-scope trust, on the other hand, can be considered at an organizational level to be “the trust in an organization or institution...to keep its promises and to act according to the agreed promises procedures and outcomes” (Sirdeshmukh et. al., 2002). Although these concepts can provide a framework for discussing the relationship between industry trust and organizational trust using the theories below, the idea of industries and organizations keeping “promises” and delivering on what they say they will will not be considered in this paper as a dimension of trust. This is because when it comes to price and service offerings, there are regulatory structures and systems in place in the US that ensure organizations uphold their word and don’t mislead or outright lie to consumers. Those legal parameters create an element of consumer trust in industries to do what they say they will do, but not because of any level of benevolence or voluntary transparency on the part of the organizations in them (McKnight & Chervany, 2001).

There are two theories from the field of sociology that can help explain the relationship between BST and narrow-scope trust: institutional theory and functionalist theory. Institutional theory, as van Esterik-Plasmeijer (2017) explains, is the idea that “system trust,” or in this case trust in industries, trickles down to trust in the institutions that make up the “system.” In effect, a high level of trust in an industry (BST) leads to a high level of trust in the organizations that make up that industry (narrow-scope trust), meaning there is a positive correlation between the two. Conversely, functionalist theory as applied to this study would say that when industry trust is low, individual organizations in that industry would work harder on growing consumer trust in them as an organization, suggesting a negative correlation between industry trust and organization trust (van Esterik-Plasmeijer, 2017). With functionalist theory, trust in organizations is developed as needed, to compensate for a lack of broad-scope (industry) trust (Hansen, 2012).

Relationships between Messaging and Trust - Source Credibility Theory

Much of the current literature on the factors impacting perceived trustworthiness is in relation to characteristics of the organization itself, not the messaging it sends. Hovland (1951) provided a high-level understanding of relationships between messaging and source credibility, evaluating agreement or rejection of messaging based on participants’ preconceived beliefs of the source’s credibility. In his study he determined that in order for organizations’ messages to effectively persuade consumers, the organizations must be perceived as trustworthy sources of information (Hovland, 1951).

Method

This study uses both quantitative and qualitative methods to look at trust not just on a measured scale, but on a deeper level in an attempt to understand why consumers feel the way they do about each industry and how levels of trust affect other attitudes and intentions toward companies.

To measure consumer trust across each dimension and industry, a survey was created using questions adapted from previous trust studies, including the Edelman Trust Barometer (2018), Delgado-Ballester et. al. (2001), and Lassoued & Hobbs (2015). A convenience sample (N=127) of the researcher's family, friends, coworkers and acquaintances was recruited through social media and email, and all respondents were sent an anonymous link to complete the survey in Qualtrics. The survey began with a consent form in accordance with University of Minnesota Institutional Review Board requirements, and data security standards were followed in accordance with the university's Office of Information Technology best practices. At the close of the survey the results were exported and analyzed using Microsoft Excel.

The survey consisted of 13 questions, all of which alluded to at least one of the dimensions of trust looked at in this paper. These questions were repeated for each industry, along with a broader question directly asking respondents to rank their feeling of trust overall. Each question used a Likert scale of 1-5: "strongly disagree" to "strongly agree" for the first 12 questions and "very low" to "very high" for the last question looking at trust. The survey concluded with general demographic information including gender, age, and highest education level.

Dimension	Question
Competence	<i>(Industry)</i> are competent in their operations.
Reliability	<i>(Industry)</i> are reliable in their operations.
Transparency	<i>(Industry)</i> are transparent in their operations.
Transparency	<i>(Industry)</i> are transparent in their communication.
Privacy/security	<i>(Industry)</i> protect privacy and personal information.
Privacy/security	<i>(Industry)</i> provide me with a feeling of security.
Social Responsibility	<i>(Industry)</i> improve our quality of life.
Social Responsibility	<i>(Industry)</i> provide beneficial social services.
Consumer Value	I trust <i>(industry)</i> to do what is right for customers.
Consumer Value	<i>(Industry)</i> value customers of their products and services.
Consumer Value	<i>(Industry)</i> are responsible for the welfare of their customers.*
Consumer Value	<i>(Industry)</i> are interested in their own profits above all else.*
Trust	My feeling of trust in <i>(industry)</i> is:

**This question was analyzed separately and not included in the charts in the Results section below.*

To measure consumer trust in messages, follow-up interviews with respondents (N=6) were conducted after the survey. These participants had completed the survey and expressed interest to the researcher in participating in the study even further. After the survey was closed, the researcher followed up with each of them via email to re-confirm interest/consent and set up dates for the interviews. All interviews were conducted in person between July 1 and 13, 2018. In these interviews, participants were shown a selection of messages from companies in each

industry and asked for their opinions and attitudes toward the messages as they related to trust. Participants were also asked general questions about how often they are exposed to and interact with messages from organizations in some of the industries, as well as which dimension(s) of trust they felt were most important to them when considering the “trustworthiness” of organizations in each industry.

The interview messages were actual communication from some of the largest organizations in each industry (see Appendix). All were found through online searches of company websites, company social media pages and news sites. As noted earlier the concepts of integrity and whether companies will deliver on the products and services they say they will are not looked at in this study, so item and price offers and messages of product or service features were not included. Instead, the communication focused on more general “about us” messaging, including company missions, visions and values, as well as corporate social responsibility efforts. While the large organizations are more widely recognized and may be more likely to have preconceptions in respondents’ minds, small and more local companies were avoided to remain consistent across industries in the study. For example, there are very few “small” or unknown social media companies and even fewer messages from those smaller companies. The same applies to wireless telecommunication companies. Therefore, because larger companies like Facebook and Verizon must be used for those industries, to then use a small, local, or unknown bank as a source may have resulted in very different responses from participants between banking and the other two industries. Sources varied across paid, earned, owned and shared media to ensure results could be analyzed for a variety of channels and communication

strategies, which helps increase the external validity of results. These media selections were also varied to help respondents focus on the messages themselves instead of the media or channel.

Results

Survey respondents were 46% male and 54% female, and more than half (53%) were in the 25-34 age range. The next highest group of respondents (15%) were 35-44 years old, followed by 13% of respondents being 55 or older. Almost 40% of respondents were college graduates, with another 20% being post-college graduates. Almost 30% had some college education but were not graduates.

Four interview participants were female, and two were male. All participants were college graduates, with two having post-graduate degrees as well. The age range breakout was similar to that of the survey but skewed slight younger, with one respondent in the 18-24 age range, three in the 25-34 range, and two 35-44.

Survey Results

Before breaking down consumer rankings across each dimension of trust, one question on the survey allowed respondents to rank their level of trust in each industry on a scale of one (very low) to five (very high). With no additional definition or clarification, respondents could interpret “trust” in whatever way they wanted and provide a response that reflected their overall attitude toward each industry. Interestingly, all five industries ranked lower than the median three, showing a general distrust by most respondents. However, there were also no industries that ranked below a two, showing that a “very low” level of trust is also not common. The industry that came closest to a neutral ranking was banking, at an average of 2.92 out of five.

Social media ranked lowest, at 2.41. Figure 1 graphs the overall “trust” ranking of each industry and also compares this to the average ranking each industry received across all dimensions:

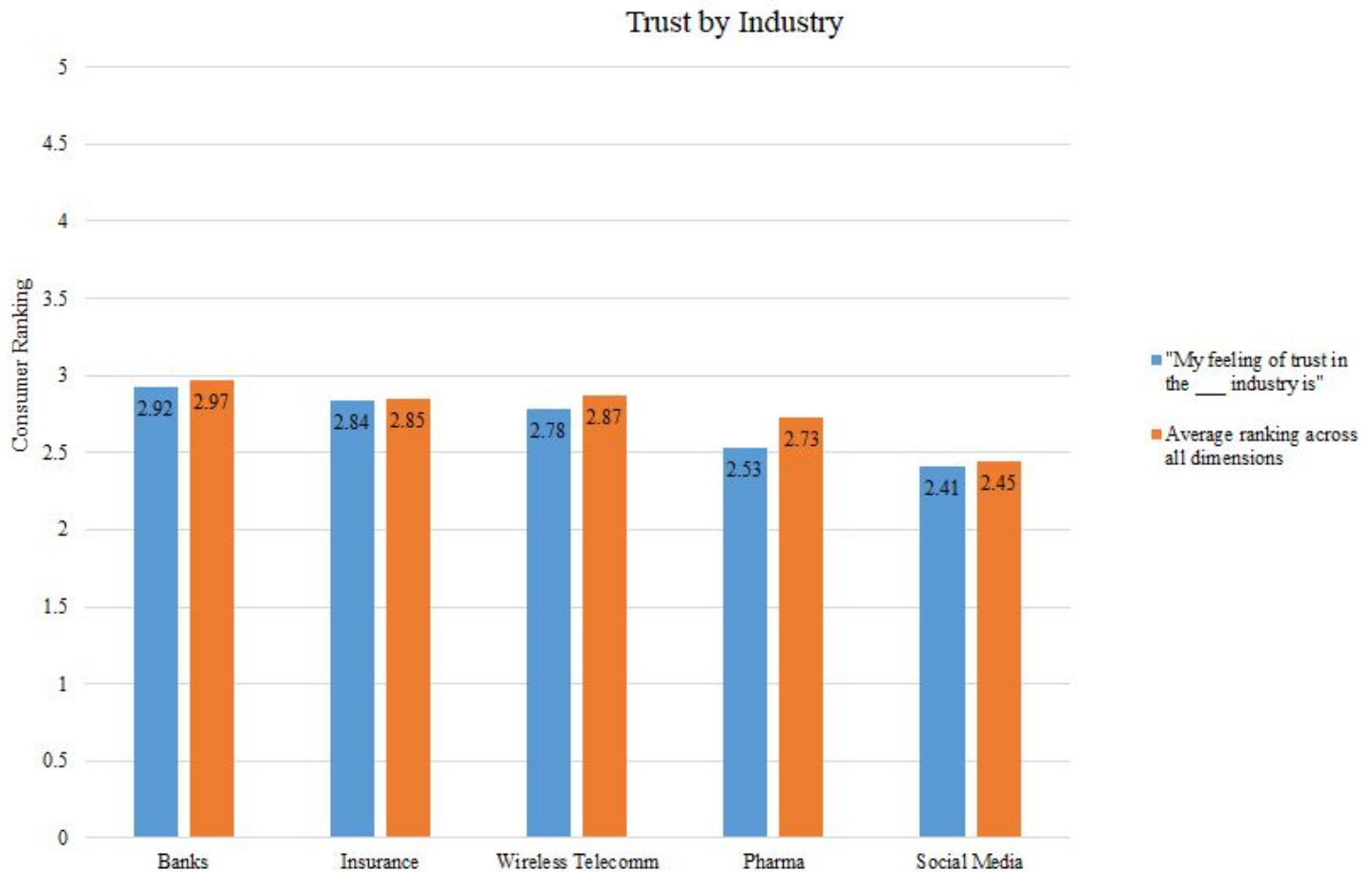


Figure 1 (1 = very low; 5 = very high)

Although it ranked highest in overall trust, there were only a few dimensions in which respondents ranked the banking industry above a neutral level. As Figure 2 shows, the highest of these was competence, showing consumers don’t generally disagree with the idea of banks having the ability and expertise to effectively deliver the products and services they offer. This was followed by reliability and social responsibility. The lowest ranking consumers provided to the banking industry was surrounding transparency, with 59% of respondents disagreeing that banks are transparent in their operations and 47% disagreeing banks are transparent in

communication. Valuing customers also ranked low, while almost 70% of respondents believed banks were interested in their own profits above all else. However, less than half of respondents (41%) agreed or strongly agreed that banks are responsible for the welfare of their customers.

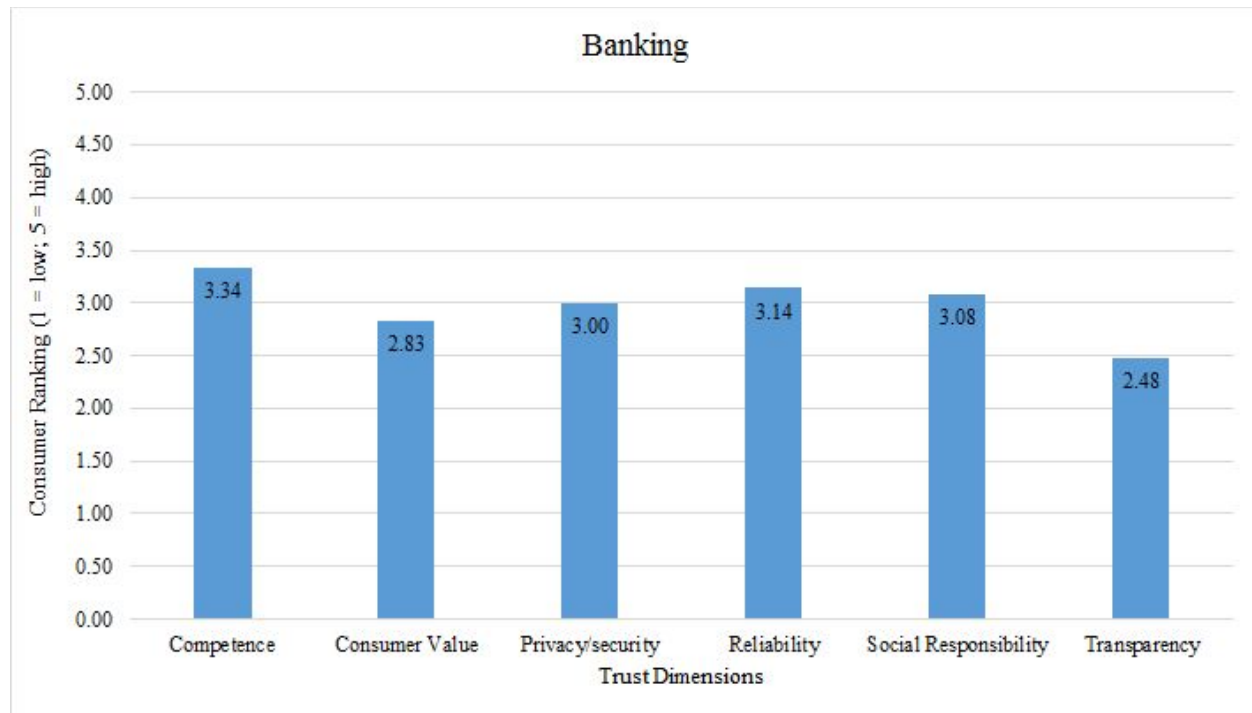


Figure 2

According to the responses graphed in Figure 3, social responsibility was the highest-ranked dimension for insurance companies. However, like banking, almost 70% of respondents believed insurance companies were interested in their own profits above all else, with an average ranking of four out of five and interest in consumer welfare ranking 2.7 out of five. Results showed that even though 45% of respondents agreed with the idea that insurance companies are responsible for the welfare of their customers, many did not believe the industry was living up to that expectation. Like the banking industry, transparency was the lowest-ranked

dimension for the insurance industry. When it comes to reliability and competence, however, respondents viewed these more as weaknesses in the insurance industry than in banking.

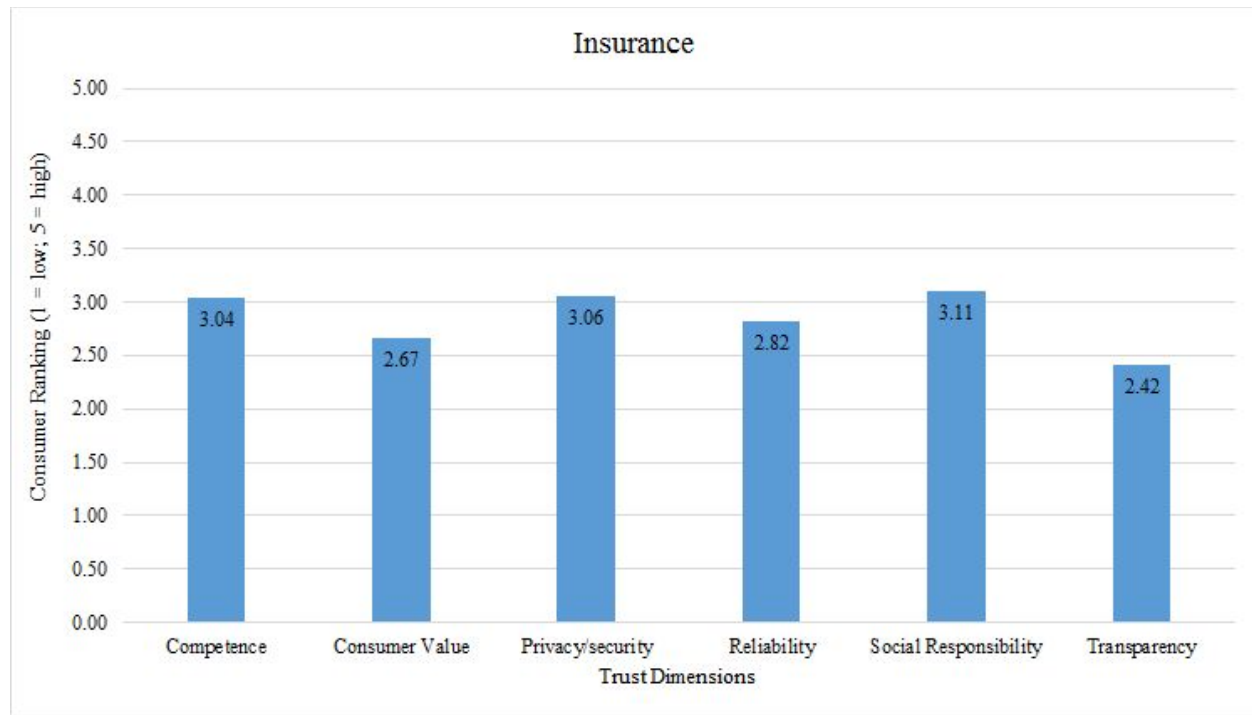


Figure 3

The pharmaceuticals industry looks very similar to insurance across each dimension. Looking at the visualization in Figure 4, social responsibility is again the highest ranking, while transparency is the lowest. Where the pharmaceuticals industry pulls ahead of insurance is in competence, ranking slightly higher than insurance but still lower than banking. However, it still falls slightly behind banking and insurance in privacy/security and consumer values. The majority of respondents agree that pharmaceutical companies are responsible for the welfare of their consumers (54%), which makes sense considering this industry coincides with healthcare and combating illness and pain. Reflecting back on the note of increasing drug prices in the

introduction, respondents also believed that organizations in this industry are more interested in their own profits than anything else (with 81% either agreeing or strongly agreeing).

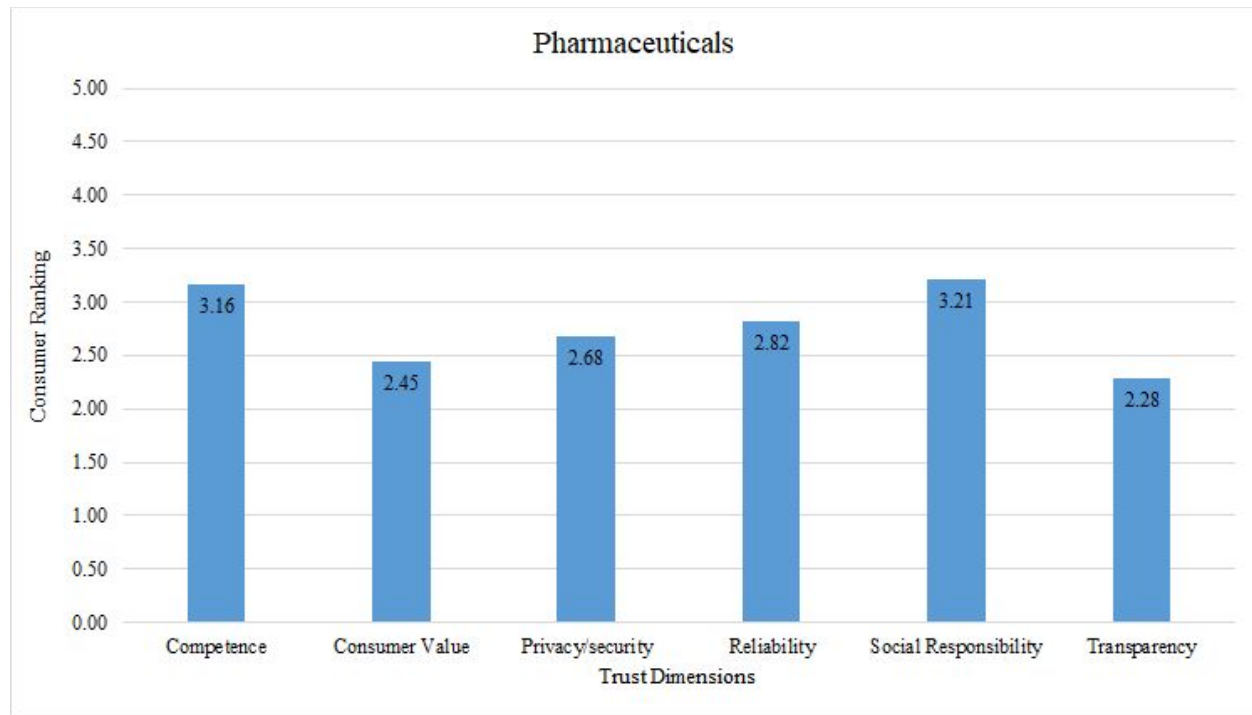


Figure 4

The wireless telecommunications industry ranked higher than all the other industries on social responsibility; at 3.7 this was the highest ranking in the study for any dimension and any industry (see Figure 5). Wireless telecoms also ranks similar to banks, insurance companies and pharmaceutical companies in competence, but it falls slightly behind in privacy/security. Respondents generally agreed that organizations in this industry are interested primarily in their own profits (76% agree or strongly agree), but less than 30% believed wireless telecoms companies are responsible for the welfare of their customers, far lower than the percent that agreed with this idea for banking, insurance or pharma.

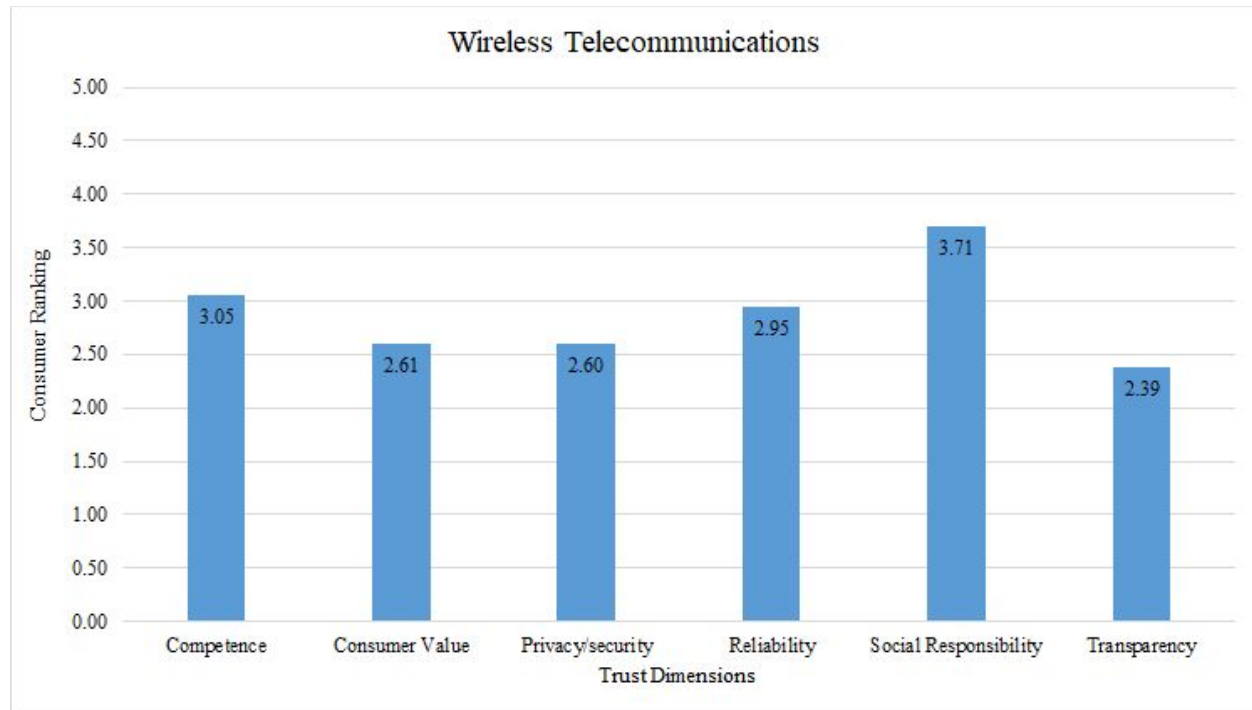


Figure 5

The social media industry ranked lowest both in overall trust and in the average ranking across all dimensions. According to the responses reflected in Figure 6, it also received the lowest ranking in the study (1.96) for privacy and security, showing respondents had the lowest level of trust in how social media organizations are using their consumer data and keeping private consumer information secure. Transparency was again one of the lowest ranking dimensions, and social responsibility received just below a neutral ranking, still behind the other four industries but the highest dimension for social media. Almost 65% of respondents agreed with the idea that social media organizations are primarily interested in their own profits. However, almost 30% believed that social media organizations are responsible for the welfare of their customers.

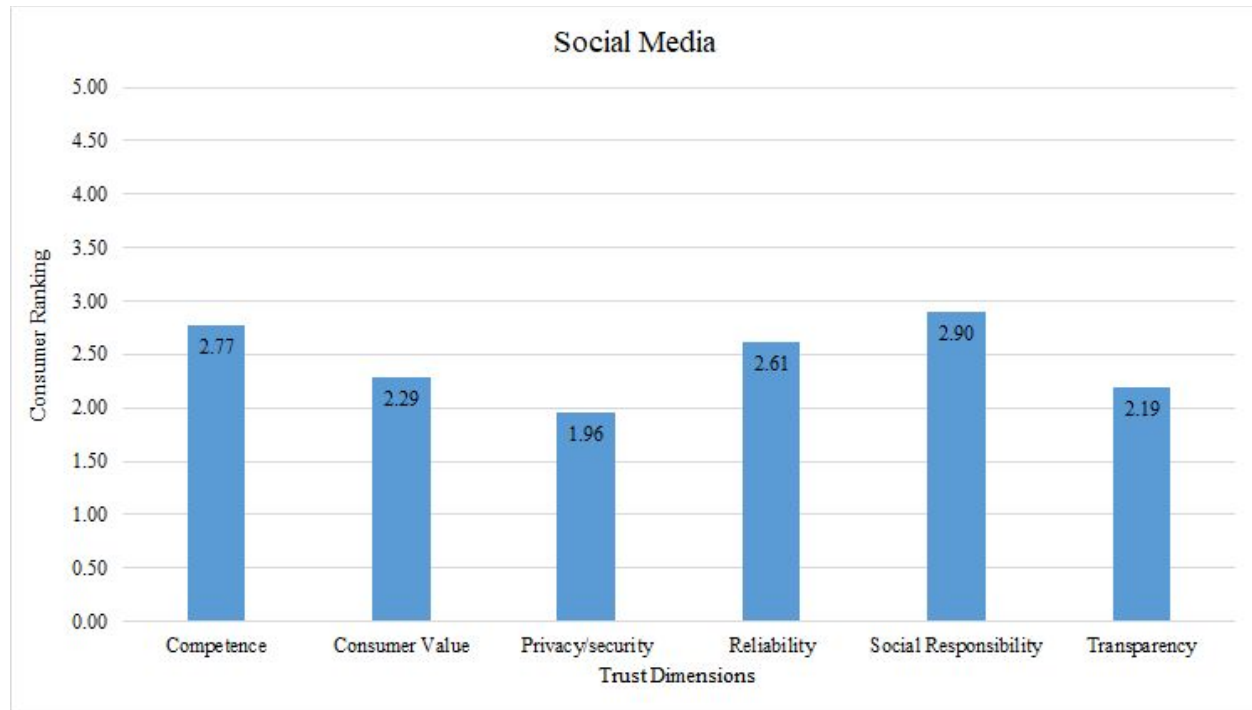


Figure 6

Interview Results

The bank messages were pulled from communication from Wells Fargo’s website, a print ad from Citibank, and a short video from JPMorgan Chase’s Facebook page. All six participants were aware of the 2016 Wells Fargo scandal mentioned earlier; this was not a direct question but all alluded to or spoke directly about it in responses. Responses in general were favorable to Citibank’s advertisement, with respondents appreciating the specific example Citi provided about how they’re helping a developer rejuvenate neighborhoods and strengthen communities. One respondent called out that although Citi’s public image isn’t very positive, he likes “this ad and the fact that they’re taking action to fix that.” Wells Fargo’s message was met with more skepticism, with many respondents believing the intent behind the message was to help the company clean up its image and get back in people’s good graces, and that it was more of an

obligation than something the company truly believes in. Or as one respondent put it, it “sounds like ‘we’re putting you first because we put you last.’” The message from JPMorgan Chase was a brief overview of its “model for impact” and its mission statement. Respondents weren’t as skeptical of this one, but there was some confusion and frustration at how high level the message was. The model, which included “building jobs and skills,” “improving financial health,” “revitalizing neighborhoods,” and “helping small business expand” contained no measurable goals, and several respondents noted it as “vague” or needing “more specifics.”

Trends in responses to the bank messages included observations that banks have run into problems with some of their business practices and are facing a strong battle against a negative public perception. While the responses to the messages themselves were mostly positive, respondents were clear that they weren’t enough to change long-held opinions or negate any actions these banks have taken. In fact, especially when it came to Wells Fargo, many respondents felt the messages were only communicated because of these negative perceptions and because consumers and regulators have a closer eye on them (“I think they’ll always talk about it and probably do good things like these. If they don’t people will notice...”). Reliability was by far the most important factor respondents considered when determining the trustworthiness of a bank; they wanted to make sure their deposits and withdrawals would always be posted on time and their money would be there whenever they need it.

Allstate’s history and “about us” from its website, an AIG tweet, a news release about United Healthcare, and a State Farm commercial were used for the insurance messages. The State Farm message received a positive response in that respondents liked the message and the emotional appeal, but several noted a lack of trust in the company living up to the message

long-term, as it was a call to action on the part of viewers to do something good, not a message about the company doing good. United Healthcare and AIG's messages were also viewed favorably, with respondents noting things such as "United Healthcare fulfilled what they said they would, and AIG is at least taking steps toward helping make improvements in the world." Being from its "about us" page Allstate's ad didn't provide many specifics about its operations, but instead of being viewed as untrustworthy respondents thought of it more as unclear and not very unique.

Reliability was unsurprisingly the leading dimension respondents considered important in judging insurance companies. However, respondents also appreciated these particular messages for not being too "sales-y" and for showcasing the companies' values in interesting ways (the AIG summit and State Farm's commercial specifically). Authenticity was also perceived to be high, especially for United Healthcare since its actions in the news release are directly related to the company's regular business operations. Although it wasn't directly stated for this industry as much as it was for wireless telecommunications, talking to customers and getting a competitive advantage were also brought up by several respondents. The goals of AIG, United Healthcare, and State Farm's ads were, as one respondent put it, to tell customers "that these things are benefitting people so we [the customers] should support that."

The pharmaceutical company messages came from a Pfizer tweet, Eli Lilly's "About Us" section of its website, and a press release from AstraZeneca. Attitudes toward the messages weren't overwhelmingly negative, but there seemed to be slightly less knowledge of this industry than the others and more high-level answers as a result. Respondents liked the story about AstraZeneca releasing information about payments made to doctors, but one observed and called

out the note in the story about larger concerns and bribery investigations related to this practice, and noted this may be a driving force behind the company's decision ("it says right in there that people have raised concerns and there are bribery investigations. I don't know if they would have done that [revealed doctor payments] otherwise"). While respondents generally liked Eli Lilly's positive mission, vision and values, several of them thought it was too high-level and didn't mean much to them or in the larger context of the company's practices. There were fewer comments specific to Pfizer's message, but one respondent was appreciative of its straightforwardness and several felt it was too generic or didn't really provide them with any helpful information.

Many of the responses in the pharmaceutical message interviews went back to drug prices and beliefs about these companies being "in it for the money." Respondents considered public relations and improving public perceptions as the goals of the messages, and while the messages were about improving drugs and helping society, several respondents felt that was more of a result of the industry the companies are in than any sort of benevolence. As in, of course they want to help people; that's what they exist to do and they wouldn't be in business if they didn't. Unsurprisingly, competence was the driving factor in whether respondents would trust a pharmaceutical company or a medication. There were concerns about side effects and lawsuits for drugs that have done more harm than good ("sometimes the side effects are scarier than whatever you're trying to fix"), and overall respondents didn't feel like these messages did much to change any existing concerns or perceptions of these organizations or the industry.

The messages for the wireless telecoms industry were pulled from a news story about a US Cellular donation to Boys & Girls Clubs of America, Verizon's credo from its website, and

Sprint and T-Mobile's descriptions on their Twitter and Facebook pages, respectively. Three interview participants use AT&T, two use Verizon and one uses Sprint. When asked which companies have been living up to the messages they've communicated, four respondents called out US Cellular specifically as being true to their commitments "to enhancing youth learning experiences" as the company says in the article. US Cellular was also thought to want to support a good cause, although several respondents also believed it was for PR or to get people to like them. As one respondent noted, "these are good things they're doing but it's not entirely selfless." Verizon's credo seemed to be almost too high-level. One respondent noted the company would probably live up to the values and beliefs listed but also believed "they kind of have to...that's the whole foundation of their business is living up to these things." Another also said Verizon shouldn't have to provide a credo like this; these points should be a given when dealing with any company. Sprint and T-Mobile didn't get as much of a response. The statements themselves are very short and didn't generate many strong opinions, but one respondent did appreciate Sprint's description being "direct and to the point."

Although the messages were all received with different levels of attention and different attitudes, one of the underlying points that came up several times in interviews was the level of competition in this industry. Asking about the goals of the messages, five respondents made some mention of wanting to target customers or gain new customers. What was important to the respondents, however, was good customer service. These messages didn't change any existing attitudes, and none of the respondents felt like the messages would be a factor in which phone service company the respondents decided to use. Reliability ("I want my phone to work") and transparency ("with, like, fees and everything") were the top trust factors.

Social media communication in this interview came from Facebook's mission statement, a news story about Twitter's privacy policy updates (with a quote from Twitter's data protection officer), and a Snapchat commercial that aired during March Madness this year. All the respondents noted they were aware of Facebook's Cambridge Analytica scandal, and three of them specifically noted they thought the purposes of Twitter and Facebook's messages were to "fix" or "backtrack" on what these companies have done wrong in the past...as one called it, "defense mode." All three messages were viewed as trying to improve public perception, but respondents noted Facebook and Twitter may have been leaning more toward retaining users, while Snapchat was trying to bring in new users. All but one respondent believed the companies were living up to the messages they were communicating, but upon digging further four of them talked about data gathering and believed the companies were more interested in keeping users and gathering data because "they need our information for advertisers."

One of the biggest themes in responses to the social media messages was that the respondents appreciated that the communication was about specific things the companies were actually doing. Twitter is improving its privacy policy, Facebook is providing a platform to build communities, and Snapchat is bringing family and friends together in a fun and unique way. However, as noted above it was the motivations behind these things that were called into question. The messages themselves were viewed as legitimate, but the level of trust respondents had in the companies wasn't swayed by any of them. When asked about the positive actions these companies are taking, one respondent answered "it's the 'why' behind it that I would question...they need us there for the data we give them."

Discussion & Recommendations

Interview responses to the messages showed a lot of skepticism toward each industry. The messages were all positive toward the companies and related more to values and CSR efforts than item and price or special offers, but many respondents viewed the good deeds as something the companies “have to” do, or as only being done to benefit the company in the long run with more customers or good PR. Especially in the case of organizations that have egregiously broken customer trust (and the law in some cases) such as Wells Fargo and Facebook...consumers believed the messages from these companies to be true but questioned the motives behind them. In these cases, the companies were perceived to be “backtracking” or trying to “fix” what they did instead of acting out of general goodwill. This is important for communicators to realize if their company runs into a PR or legal crisis. For a while after the crisis at least, consumers view messages as “in response” to what happened, even if the company is trying to move on and start a new conversation. Wells Fargo’s communication did strongly allude to its recent scandal, but Facebook’s message was the mission statement it has had for years, and two respondents still considered it to be either reacting to recent events or an attempt to portray itself in a better light after what took place.

Although survey results showed neutral to low levels of trust across all concepts and industries, there were some messages that interview participants linked back to the organizations and did consider those companies to be trustworthy in communicating that message. The biggest similarity in those particular messages was that they showed an example of the companies taking action - helping others or supporting positive values. For example, United Healthcare has provided more than five million free in-home clinical visits, Citibank financed a developer and

helped him rejuvenate neighborhoods, and U.S. Cellular donated \$1 million to Boys & Girls Clubs of America. When questioned about the authenticity of messages or the likelihood for companies to live up to or fulfill the messages, these stories received the most positive feedback and gained the most positive perceptions about the companies. As noted above there were still some questions about motivation, but these companies still fared better than those with “generic” or high level communication such as mission statements or branding messages. For communicators, while message is important, it’s actions (good and bad) that people will remember. If your company does something good, talk about it. If you’re facing a PR crisis, communicate specific actions that will be taken to address the issue, act on those, and communicate results and what will be done moving forward to ensure it doesn’t happen again. Based on the responses to these messages, consumers view this type of communication more favorably than “this isn’t what we stand for” or “we’ll make it right.”

Interestingly, comparing the interview results to the existing literature on industry trust, there were some differences between the trust dimensions that were important to respondents and the factors highlighted in the literature. For example, in banking, competence, benevolence, stability, and transparency were addressed in existing studies (Cooper & Frank, 2012; van Esterik-Plasmeijer, 2017), but reliability was the dominant factor respondents looked for in the interview results. This may be a matter of semantics, as reliability could be defined by some with stability as a factor. A positive sign is that the top two ranked dimensions for banks in the survey - competence and reliability - are two of the most important factors for consumers when considering trust in banks. Because these dimensions took the hardest hit during the financial

crisis, results here may show that banks' efforts to bounce back and the additional regulation in this industry has helped build consumer trust back up where it matters.

Ultimately, all organizations want to be seen as credible communicators and business operators. As explained earlier trust is one component of credibility (Perloff, 2014), and consumers view messages from sources that are perceived as credible as more persuasive than messages from sources perceived as not credible (Hovland, 1951). In this study, Perloff's (2014) other two components of credibility were also considered in different ways as related to trust: expertise (as "competence") and goodwill (as "benevolence"). With trust having so many different definitions, how then does an organization effectively position itself as credible? For all organizations, being competent experts in their field and providing beneficial services to people and communities are core attributes to being able to gain credibility. For organizations in these industries, based on this study they can also focus communication on the dimensions that consumers feel are most important to the industry or the dimensions with "gaps," or areas consumers perceive to be low in the industry but high in their particular organization. And if the important dimensions are the ones in which you struggle, talk about how you're working to improve that. Positioning yourself as the leader in a different area may be a unique competitive advantage and potentially effective long-term as the current research shows the dimensions of trust consumers find important can change, but keep in mind there is a short-term risk of consumers having more of a "so what" attitude toward you excelling in an area they don't care as much about. Below are the important dimensions based on the interview responses, as well as those dimension rankings from the survey in parentheses:

- Banks: Reliability (scored second-highest after competence)

- Pharmaceuticals: Competence (scored second-highest after social responsibility)
- Social Media: Privacy & Security (scored lowest)
- Insurance: Reliability (scored third lowest)
- Wireless Telecommunications: Reliability (scored third highest after competence & social responsibility)

Again, specifics and examples in the communication matter. Reliable insurance companies matter to people, and there is a perceived lack of them in this survey. An insurance company with messages about real situations in which their reliability helped customers could go much further toward building credibility (and ultimately increasing persuasiveness) than one with a message of “we’re the most reliable insurance company.” In addition, those people that were helped can also help sing the company’s praises. Since those customers have no business objective in doing so, their communication to other customers are less likely to have motives questioned. All of this is also why actions are important. Social media companies shouldn’t just talk about the fact that user data is being kept private and secure. Like Twitter’s message, specify how you are handling that data and specific actions you’re taking to ensure you continue to uphold that dimension of trust. For those industries (banks, pharma, wireless telecoms) that have okay rankings in the important dimensions relative to the other dimensions, keep in mind the survey results still showed these overall as neutral to low and there’s definitely room for improvement. More actions to build trust, and more communication about those actions and future steps companies will take to improve trust, is better than doing nothing.

Another point for communicators to be aware of is how temporal the results of this study are. Earlier research, as noted in the literature review, called out benevolence and transparency as

important dimensions of social media trust (Lankton & McKnight, 2011). However, half of the interview respondents here considered privacy and security to be the most important dimension to them for this industry. Facebook's Cambridge Analytica scandal was mentioned several times and was likely a big factor in why respondents chose this dimension. Current events are always shaping consumer attitudes, and if a company in one of these industries shows up in the headlines tomorrow with a new misdeed uncovered, another survey and interview with these same industries and questions could yield different results across the board. While these results are helpful for communicators to understand at this point in time, collecting and measuring consumer trust must be an ongoing project regularly analyzed by communications teams in their market research.

Earlier in this paper the concepts of broad-scope trust (BST) and narrow-scope trust were introduced as a way to view the results of this study from a sociological perspective. Instead of BST in systems, we can look at, for example, trust in the pharmaceutical industry and how it relates to narrow-scope trust, or trust in pharmaceutical companies themselves (Sirdeshmukh, et. al., 2002). One recommendation for communicators is to go beyond researching consumer attitudes toward your company and keep a close eye on BST and the rankings of each dimension. Communication should focus on a dimension that is perceived to be lacking and in which your organization excels. Whether or not they're conscious of it, according to van Erik-Plasmeijer (2017), customers do take their attitudes toward industries into consideration when judging the trustworthiness of an individual organization. In fact, if a consumer has a low level of trust in an industry but a high level of trust with one specific organization in the industry, that consumer is likely to be far more loyal long-term to that organization than if there was a higher level of

industry trust (Hansen, 2012; van Erik-Plasmeijer, 2017). For example, if a person believes insurance companies can't be trusted, but has been going to the same insurance agent for his or her whole life and hasn't had a negative experience, due to this consumer's low level of trust in the industry they would see no need to shop around and consider other insurance agencies. In addition, if this agent were to do something wrong, the consumer would be more likely to forgive a negative experience and see it as an anomaly or one-off exception to their rule, instead of proof that insurance companies can't be trusted (van Erik-Plasmeijer, 2017). This also goes back to experiences playing an important part in building and maintaining trust (Delgado-Ballester et. al., 2001; Hess & Story, 2005). In addition, when it comes to industries that consumers consider complex and potentially risky, such as finance and pharmaceuticals, often consumers don't fully understand the potential consequences of switching from one company to another. In these cases, they rely on BST as a way to facilitate decision making, and if BST is high they are more likely to consider switching to other companies (Hansen, 2012). From a communications perspective, in situations where consumers have to find a company to work with but are unsure of what they're doing or how to navigate the industry, a clear message about how your company has demonstrated trustworthiness in whatever dimension(s) is(are) important to the consumers can be a strong point of competitive differentiation.

Limitations & Future Research

These studies were conducted using a convenience sample of the researcher's acquaintances. Given that the researcher currently works in the advertising industry, the sample population was also comprised of many professionals in corporate and non-profit advertising and communications roles. In reviewing the results of the survey and interviews, consideration

should be given to the fact that many respondents may have a deeper understanding of how and why organizations in these industries communicate and operate in the ways they do. Distrust in something can often stem from a lack of knowledge or understanding, so these trust rankings may be skewed by respondents who have a clearer view of these industries' operations than the average consumer. In addition, response bias may occur if respondents had positive or negative experiences working with organizations in these industries, or working in any of the industries themselves. The convenience sampling also lead to a majority response rate from 25- to 34-year-olds than any other age range, as well as a slight majority of female responses. This limited demographic variance can also limit this study's external validity.

Although the researcher took precaution to limit her own bias in these studies, her direct advertising work with clients in several of these industries is also a limitation. Interview questions were pre-written, but follow up questions and the discussion and insights section above could subconsciously include the researcher's preconceived attitudes about some organizations in these industries.

Another limitation in this study is the use of existing companies and company messages for the interviews. The samples were pulled from some of the largest organizations in each industry, but being the largest also means there is more public awareness of and preconceived attitudes about them. The research was meant to measure trust in real-world communication, but some of the comments in the interviews showed a clear distrust of some sample organizations that had recent news stories that portrayed the organizations in a negative light. For example, Wells Fargo's message to consumers on its website (see Appendix) was met with significant incredulity from many interview participants. It's very likely this could relate more to Wells

Fargo's recent actions referenced in the introduction than any level of trust in the banking industry.

To mitigate the above limitation of preconceived notions about organizations, future studies could use real-world messages from organizations, but either mask the organization or create an imaginary company name such as "Bank X." Or, a message could be created by researchers and presented to different groups of participants as coming from organizations in different industries. For example, a message such as "We are the most reliable company in X industry and put customers first in all we do" could be shown to one group of participants as coming from an insurance company, one group of participants as coming from a pharmaceutical company, etc. This would also eliminate any suspicion that the wording or framing of any one message had more of an impact on consumer attitudes than the organization it came from.

This research also provides a framework for further studies to be conducted in different industries and across other dimensions of trust. As noted in the literature review, concepts such as integrity are not studied here, but it could be interesting to include along with something like the media or news industry. In addition, industries with higher levels of consumer trust could be studied and compared to these and other industries with low trust to search for trends in company practices or communication that could account for the variances. Those trends in higher-trusted industries could provide great recommendations and insights for lower-trusted industries to establish new practices.

The results of this research could also be used as a benchmark for organizations to conduct their own research on consumer trust in their specific company and uncover areas to revise business processes. Where consumer trust is lacking in an industry but is high for a

specific company in it, that company has a distinct competitive advantage. Where consumer trust is average or high in an industry but low in a specific company, that provides an opportunity for that company to review its practices and improve in whatever trust dimension is lacking.

Conclusion

Trust is hard to earn but very easy to break, and it's important for organizations to realize this applies to them as much as it does to individual people. Unfortunately, sometimes through no fault of their own, some organizations face bigger challenges with this than others. The primary purpose of this paper was to examine whether organizations in these five industries face communication and trust challenges with consumers just due to a lack of consumer trust in their industry as a whole. While opinions weren't very strong in general, the results show there is a level of distrust these industries face across all of the dimensions studied. However, this doesn't mean all organizations in them are lost or the messages are useless. In fact, with further research and careful message planning, organizations in these industries can find ways to use this low BST to their benefit. By investing in building consumer trust in your business across the dimensions that matter to consumers, you can work to develop a strong base of loyal customers who see you as the exception to the rule that “_____ companies can't be trusted.”

To summarize the recommendations discussed earlier, based on the literature review and study results, organizations in all of these industries (and others) should put more effort into the following:

- 1) Routinely research consumer trust in your organization and industry through public surveys.

- 2) Recognize the dimension(s) that is(are) important to consumers in which you and the industry are struggling, and acknowledge it with internal and external communication.
- 3) Explain clearly and specifically what your company will do or is doing to improve in this area (new or improved business practices, new policies, etc.), or talk specifically about how you excel and how your expertise here has helped people.
- 4) After or while those things are implemented, continue talking about them. Communicate how these actions have helped customers and the larger society (if applicable) and set yourself apart from competitors.

Maybe this is a quarterly ad campaign, or maybe it's a regular post on social media, or a news release, or a website update with weekly stories about new things the company has done or how it has helped someone else. But a mission statement showing what you stand for isn't going to do much good when people ask you to prove it and there are no specifics to back you up.

Note that the above will be harder for those organizations that have already done something to damage trust, but communication from them is still important and valuable. People may be skeptical or even cynical of the messages, but it's better to have them question the "real" motivations behind your messages than wonder what you're trying to hide by not talking at all. They'll be upset at you no matter what you say, but everyone still expects an apology, and no investment in any communication will just serve to make them even more upset if you look like you're trying to avoid it or pretend it didn't happen. Especially in these industries people seem to want to dislike "big business" in and of itself, but dislike isn't the same as distrust, even though many of the responses in this study seem to conflate the two. By deciding communication isn't worth it because it won't change people's minds, you're giving the public the floor to tell

whatever stories they want about you and potentially influence others who may not have had an opinion. This is by far more detrimental to you than people being cynical if you remain open and willing to discuss problems and remain transparent about how you are working to make things right. Actions speak louder than words, and words that talk about positive actions were well-received in this study. It's not impossible to build your credibility if you're in an industry of perceived untrustworthy players, as long as you're taking actions to build (or improve) consumer trust in the dimensions that matter, and have the communications to let them know it.

References

- Brown, P., & Calnan, M. (2010). Braving a faceless new world? Conceptualizing trust in the pharmaceutical industry and its products. *Health, 16*(1), 57-75.
- Cooper, Robert W., & Frank, Garry L. (2012). Effects of the recession and slow recovery on ethics and trust in the insurance industry. *Journal of Financial Service Professionals, 66*(3), 51-62.
- Crow, David. (2018, July 3). GSK director sued over US opioid epidemic. *Financial Times*. Retrieved from <https://www.ft.com/content/b0ebbf32-7ec7-11e8-bc55-50daf11b720d?emailId=5b3baa17ddb8a10004b3ad4e>
- Delgado-Ballester, Elena & José Luis Munuera-Alemán. (2001). Brand trust in the context of consumer loyalty. *European Journal of Marketing, 35*(11/12), 1238-1258.
- Edelman Trust Barometer. (2018). http://cms.edelman.com/sites/default/files/2018-02/2018_Edelman_Trust_Barometer_Global_Report_FEB.pdf.
- Editorial Board. (2018, May 01). Let T-Mobile and Sprint link up. *USA Today (Online)*. Retrieved from <http://login.ezproxy.lib.umn.edu/login?url=https://search.proquest.com/docview/2033147599?accountid=14586>
- First Research. (2018). Banks & Credit Unions Industry Overview. Hoover's. <http://mergent.firstresearch-learn.com.ezp3.lib.umn.edu/industry.aspx?chapter=0&pid=111&chapter=1>

First Research. (2018). Insurance Carriers Industry Overview. Hoover's.

<http://mergent.firstresearch-learn.com.ezp3.lib.umn.edu/industry.aspx?chapter=0&pid=158&chapter=1>

First Research. (2018). Internet Publishing, Broadcasting & Search Portals Industry Overview. Hoover's.

http://mergent.firstresearch-learn.com.ezp3.lib.umn.edu/industry_detail.aspx?pid=345&chapter=1

First Research. (2018). Pharmaceutical Manufacturing Industry Overview. Hoover's.

http://mergent.firstresearch-learn.com.ezp3.lib.umn.edu/industry_detail.aspx?pid=403&chapter=1

First Research. (2018). Wireless Telecommunications Services Industry Overview. Hoover's.

http://mergent.firstresearch-learn.com.ezp3.lib.umn.edu/industry_detail.aspx?pid=291&chapter=1

FitzGerald, D. (2018, June 28). T-Mobile, Sprint bosses defend merger. *Wall Street Journal*.

Retrieved from

<http://login.ezproxy.lib.umn.edu/login?url=https://search.proquest.com/docview/2060764930?accountid=14586>

Glazer, E. (2016, Sep 09). Next test for Wells Fargo: Its reputation; the bank's image is at risk

following a \$185 million fine for 'widespread illegal' sales practices. *Wall Street Journal (Online)*. Retrieved from

<http://login.ezproxy.lib.umn.edu/login?url=https://search-proquest-com.ezp1.lib.umn.edu/docview/1817930095?accountid=14586>

Haig, Bill. (2015). Brand credibility measurement: A new measure for brand equity/brand value: Part 1. *Journal of Brand Strategy*, 4(2), 177-189.

Hansen, T. (2012). The Moderating Influence of Broad-Scope Trust on Customer-Seller Relationships. *Psychology & Marketing*, 29(5), 350-364.

Hayashi, Y. (2016, Sep 08). CFPB levies its largest fine ever: \$100 million against Wells Fargo; agency's chief says it is sending a message to discourage similar activities. *Wall Street Journal (Online)*. Retrieved from <http://login.ezproxy.lib.umn.edu/login?url=https://search-proquest-com.ezp1.lib.umn.edu/docview/1817645941?accountid=14586>

Hernandez, Van Thiel, Mantel-Teeuwisse, Raaijmakers, & Pieters. (2014). Restoring trust in the pharmaceutical sector on the basis of the SSRI case. *Drug Discovery Today*, 19(5), 523-527.

Hess, Jeff, & Story, John. (2005). Trust-based commitment: Multidimensional consumer-brand relationships. *Journal of Consumer Marketing*, 22(6), 313-322.

Hovland, C., & Weiss, W. (1951). The Influence of Source Credibility on Communication Effectiveness. *The Public Opinion Quarterly*, 15(4), 635-650.

Johnson, C. Y. (2018, Jan 03). Under fire, pharma points fingers. *The Washington Post*, Retrieved from https://www.washingtonpost.com/business/economy/pharma-under-attack-for-drug-prices-started-an-industry-war/2017/12/29/800a3de8-e5bc-11e7-a65d-1ac0fd7f097e_story.html?utm_term=.91a36ab265da

Karjaluoto, Jayawardhena, Leppäniemi, & Pihlström. (2012). How value and trust influence loyalty in wireless telecommunications industry. *Telecommunications Policy*, 36(8), 636-649.

Kennon, Joshua. (2018). What are the Sectors and Industries of the S&P 500? The Balance. <https://www.thebalance.com/what-are-the-sectors-and-industries-of-the-sandp-500-3957507>.

Lankton, N., & Mcknight, D. (2011). What does it mean to trust Facebook?: Examining technology and interpersonal trust beliefs. *ACM SIGMIS Database: The DATABASE for Advances in Information Systems*, 42(2), 32-54.

Lassoued, & Hobbs. (2015). Consumer confidence in credence attributes: The role of brand trust. *Food Policy*, 52, 99-107.

McKnight, D., & Chervany Norman, L. (2001). Trust and distrust definitions: One bite at a time. *Lecture Notes in Artificial Intelligence (Subseries of Lecture Notes in Computer Science)*, 2246, 27-54.

O'Reilly, L., & Vranica, S. (2018, Mar 24). Facebook tries to calm advertisers after Cambridge Analytica crisis; social-media giant plans marketing outreach to reassure users of safety on its platform and prevent more advertisers from dropping out. *Wall Street Journal (Online)*. Retrieved from <http://login.ezproxy.lib.umn.edu/login?url=https://search-proquest-com.ezp2.lib.umn.edu/docview/2017296840?accountid=14586>

Perloff, R. (2014). The dynamics of persuasion: Communication and attitudes in the 21st century (5th ed., Routledge communication series). New York: Routledge.

- Pfeffer, J., Zorbach, T., & Carley, K. (2014). Understanding online firestorms: Negative word-of-mouth dynamics in social media networks. *Journal of Marketing Communications*, 20(1-2), 117-128.
- Rockoff, J. D. (2018, Jul 14). This form of Ambien now costs over 800% more; despite increased scrutiny, companies have made 3,653 drug-price increases on 1,045 different products this year. *Wall Street Journal (Online)* Retrieved from <http://login.ezproxy.lib.umn.edu/login?url=https://search.proquest.com/docview/2069383042?accountid=14586>
- Sirdeshmukh, D., Singh, J., & Sabol, B. (2002). Consumer Trust, Value, and Loyalty in Relational Exchanges. *Journal of Marketing*, 66(1), 15-37.
- Song, Younghee, Hur, Won-moo, & Kim, Minsung. (2012). Brand trust and affect in the luxury brand-customer relationship. (Report). *Social Behavior and Personality: An International Journal*, 40(2), 331.
- Sung, Y., & Kim, J. (2010). Effects of brand personality on brand trust and brand affect. *Psychology and Marketing*, 27(7), 639-661.
- Tsekleves, E., Whitham, R., Kondo, K., & Hill, A. (2013). Investigating pay-as-you-go to address issues of trust, privacy and security around media use at home. *Universal Access in the Information Society*, 12(2), 217-231.
- Van Esterik-Plasmeijer, P., & van Raaij, W. (2017). Banking system trust, bank trust, and bank loyalty. *International Journal of Bank Marketing*, 35(1), 97-111.
- Walker, O., & Mullins, J. (2014). *Marketing strategy: A decision-focused approach* (8th ed.). Boston: McGraw-Hill Irwin.

Xingyuan, W., Li, F., & Wei, Y. (2010). How Do They Really Help? An Empirical Study of the Role of Different Information Sources in Building Brand Trust. *Journal of Global Marketing*, 23(3), 243-252.

Appendix

INTERVIEW QUESTIONNAIRE (not all questions were asked for all industries; see interview notes)

- 1) Do you feel (company) has lived up to/fulfilled this message? Why or why not?
- 2) Do you think (company) will continue to live up to this message?
- 3) Do you think this message is authentic? Why or why not?
- 4) How does this message make you feel about (company)? Why?
- 5) Have you seen similar messages from other organizations in this industry? If yes, do you feel any differently about those messages or organizations?
- 6) Is there anything (company) is not saying or leaving out in this message? What should they be talking more about?
- 7) What is (company)'s goal with this message? Why do you think they released this?
- 8) Would you choose to give your business to (company)? Why or why not?
- 9) Do you pay attention to ads or other communications from organizations in this industry?
- 10) Do you follow any organizations in this industry on social media or in the news?
- 11) What trust factor is most important to you when it comes to deciding on or judging businesses in (industry): transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

INTERVIEW NOTES

Respondent 1: Male, 25, post-college graduate

Respondent 2: Female, 23, college graduate

Respondent 3: Male, 36, college graduate

Respondent 4: Female, 35, college graduate

Respondent 5: Female, 29, post-college graduate

Respondent 6: Female, 27, college graduate

Banks

1) Do you feel these companies have lived up to/fulfilled these messages? Why or why not?

R1) Not Wells Fargo; they're my bank and I hate them. I don't know as much about Chase or Citi but I don't think they have.

R2) I guess Citi has...they're the only ones you can see that have actually done something instead of just talking about it.

R3) Citibank has a lot of negative perceptions about them, but I like this ad and the fact that they're taking action to fix that. I'm not a big fan of Wells Fargo, but again, at least they recognize they have something to work on. Not sure if they're actually living up to this message though. JPMorgan Chase should put more specifics in their message so people can know they're living up to it. Building how many jobs or helping how many communities or small businesses? Enable how many more people? What people? By when?

R4) What is the Chase one? I like the idea of it but, not sure if they've lived up to it. Wells Fargo has a good message, but I think that's because they haven't lived up to those words. Citi's is good; there's an example right there of them living up to the message.

R5) I think Wells Fargo definitely hasn't. The Citi message is a story of something good they've done, but they've done other not so good things, so I don't know.

R6) They probably have in some ways. But Wells Fargo almost sounds like it's trying again because it hasn't been so far.

2) Do you think these companies will continue to live up to these messages?

R1) Yes, but the banking industry will be under scrutiny no matter what, with corruption and greed. Of course they put a positive spin on it, but they're portraying something they're not.

R2) They have to, since they have such a close eye on them, especially Wells Fargo.

R3) I don't think they'd lie exactly, but they have to deliver evidence of living up to the messages in order for me to think they have seriously instilled these ideas into their operations.

R4) I think they will because they've seen what happens when you don't. I'm sure Wells Fargo wouldn't want to go through that again.

R5) I think they'll always talk about it and probably do good things like these. If they don't people will notice, and by doing it it puts them in a good light, so there's really no reason for them not to.

R6) Probably, it helps them get more customers and people think better of them if they do.

3) Do you think any/all of the messages are authentic? Why or why not?

R1) No...they're trying to find emotional triggers for their audience. I don't want to say they're not into helping people, but they are making money off them.

R2) They're authentic, but that doesn't negate all the other stuff. I believe Citi helped that man, but I don't think it was their real mission. They're still making money on the back end.

R3) JP Morgan was so vague...there was no evidence to it. The others probably are, but they kind of have to be.

R4) (went back to last answer...yes because they've seen what happens when they're not)

R5) Yeah, I mean they probably do want to do good.

R6) I guess, I don't really know.

4) How do these messages make you feel about these companies? Would you give your business to these companies? Why or why not?

R1) Not any different, I hate banks.

R2) I don't think these change my opinion either way really. I'm not more likely to use them or anything. Like I said, it's great that they're doing these things but it doesn't take away from the bad things they've done.

R3) I use Citibank and have no problems with it. We hear these types of messages all the time, and I don't want to say they don't matter but these aren't really changing my opinions. The messages are positive, but positive actions would go further in giving me a positive perception.

R4) I like the messages and think it's good they're doing these things.

R5) I think we see so many messages like these but we also see so many bad stories about banks in the news. You kind of have to take everything into account, so it's not just the good messages that give me good opinions about the companies, and it's not just the bad stories either. So these don't really give me a better feeling, but it helps to know these things so I don't just rely on the negative stories to tell me about banks.

R6) They don't make me want to switch banks or anything, but I do like that they have these things in mind and have specific things that they stand for to help their customers.

5) Is there anything any of these companies are not saying or leaving out in their message?

What should they be talking more about?

R1) Wells Fargo almost sounds like "we're putting you first because we put you last."

R2) Wells Fargo and Chase need evidence of follow-through, not just a mission statement.

R3) These messages fit what they're trying to achieve for these messages; I don't think there's anything here specifically that they're missing. Big picture there are other things they could talk about, but that could be in other communication in other places.

R4) Not really

R5) They could be more specific about some of the things they're talking about believing in or wanting to do. Things we can actually see or watch happen. What should they be talking more about? Nothing that I can think of.

R6) I don't know

6) What do you think these companies' goals are with this message? Why do you think they released this?

R1) I think Wells Fargo knows they messed up and need to save themselves. Citi's looks progressive and futuristic. JP Morgan is trying to minimize the wealth gap overall and trying to grow jobs and the middle class.

R2) Wells Fargo is apologizing to existing customers. JP Morgan and Citi are trying to get more people, and make the "every person" trust them.

R3) Wells Fargo has a lot to fix, and this is probably just a start. All of them are about increasing favorable customer perceptions and putting themselves ahead of the competition, and these messages help differentiate each bank from all the other banks out there.

R4) I think they want to show what they're doing above and beyond what we typically think of banking operations. They want customers to see them as being beneficial beyond just being a checking account or a place to save your money.

R5) Again, there are so many bad stories about banks, they need people to know they are more than that. For all their problems they are trying to make a positive difference.

R6) Ultimately they want customers and to grow their business, but that's really what the goal of any marketing message is, so I don't think that's necessarily a bad thing.

7) Do you pay attention to ads or other communications from organizations in this industry? Do you follow any banks on social media or in the news?

All "no" or "not really"

8) What trust factor is most important to you when it comes to deciding on or judging businesses in the banking industry: Transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

R1) Benevolence

R2) Reliability

R3) Reliability

R4) Reliability

R5) Reliability

R6) Competence

Pharmaceutical Companies

1) Do you feel these companies have lived up to/fulfilled these messages? Why or why not?

If not, do you think they ever will? If so, will they continue to?

R1) No

R2) They're changing and making new medicine, but it's just for their own money. People are not at the center.

R3) AstraZeneca is actually doing something visible, but I think the other two are more for the companies' own benefits. Of course they want to understand people and contribute to well-being, but that's the nature of their business, not an effort to go above and beyond.

R4) I think they've definitely made the efforts to understand patients and make medicines that help people, and they're being innovative with all the new drugs you see coming out. But do we really need to be drugging ourselves as much as our society does? I feel like in some cases

medications, with side effects and over-prescribing, can be more problematic than the problems they solve.

R5) I like the fact that a pharmaceutical company is disclosing all its payments to doctors. I think these companies will keep doing what they're saying here. If they didn't they wouldn't be in business anymore...the whole point is to solve medical issues for people.

R6) I don't like pharmaceutical companies but I also don't know much about them. I know they make a lot of money and hear all those stories about them raising prices and people not being able to afford them. So really I think they can do some good and will keep helping people, but they get a lot out of it.

2) Do you think any or all of these messages are authentic? Why or why not?

R1) I think AstraZeneca is actually trying. The other two are just information.

R2) I think these are more like PR moves. I like this (AstraZeneca) article, but it says right in there that people have raised concerns and there are bribery investigations. I don't know if they would have done that (revealed doctor payments) otherwise.

R3) Again, they probably are doing these things, but their whole job is to help people. It's authentic in that they don't want to hurt people, I guess.

R4) I think they really want to make sure people know they're doing good things, but they can do that in more constructive ways than just talking about it.

R5) Probably, yeah. I think they believe these things and try to live up to them.

R6) AstraZeneca is, as long as they actually reveal the payments. The other two are more high-level things that I think everyone feels and wants to do, not just those companies.

3) How do these messages make you feel about these companies?

R1) I like the vibe from Eli Lilly's; it's more positive. Pfizer is pretty generic, and I like AstraZeneca's idea but it doesn't change how I feel about pharmaceutical companies in general. Like, they're trying too hard for my business.

R2) They're good messages and good things for pharmaceutical companies to do. I still feel like they're in it for the money.

R3) I like that their values are in the right place and they're taking actions to make a positive difference. I think pharmaceutical companies are beneficial to people and society overall, as they do help solve a lot of problems. These messages do talk about that; it's just about making sure they don't take advantage of how important they are to people's well-being.

R4) Pfizer's makes the most sense I think. They need to understand patients in order to help them; it's straightforward and addresses exactly what they do. Eli Lilly's is good but not very specific. What does it mean to "unite caring with discovery"? AstraZeneca has a good message too, and I'm glad they're being so transparent.

R5) Not any different, really. I think they have good parts and bad parts to them. Like banks and a lot of other industries.

R6) I think there are other things they could do to make me feel better about them, like make drugs more affordable.

4) Have you seen similar messages from other organizations in this industry? If yes, do you feel any differently about those messages or organizations?

R1) Yes, but I usually don't pay much attention to them.

R2) I see commercials for medication all the time. But I also see all those law firm commercials advertising lawsuits against drug makers. Sometimes the side effects are scarier than whatever you're trying to fix.

R3) Yes, but I think they're all pretty much the same. I don't know that any one company does it better or anything. I have mixed feelings about pharma commercials in general; there are definitely some downsides to these companies being able to market prescription drugs directly to consumers.

R4) Yes. It doesn't even matter what channel I'm on, I see ads all the time from drug companies. They usually don't get into this type of stuff though, like the mission statements or anything. I like these types of messages better than the usual ads we see.

R5) Yes. I don't feel much differently about them though.

R6) I see ads for different drugs to treat illnesses or whatever else. I don't pay as much attention to those or other types of messages though.

5) What do you think the goals are with these messages? Why do you think they released these?

R1) I think AstraZeneca's is a competitive move to look better. Like to play someone else's hand and get other companies to release their payments too. In general I think they want to instill a positive image of pharma.

R2) They're trying to show they have the best interests of humans at heart.

R3) I think they're targeting existing customers. People sometimes just have to take a drug to treat something, and you don't usually seek out a prescription because you like what a drug

company stands for. They want customers to know what they're doing and how they're helping them.

R4) To show what they stand for and what's important to them

R5) I think these are more informational, like they're explaining why people should trust them and how they're helping the world.

R6) I think Pfizer's goal is to explain what they do with patient information and how working with them can help others in the future. Eli Lilly wants people to know how they came about and what keeps them going. I think AstraZeneca wants to portray itself as more transparent than other drug companies and more trustworthy.

6) What trust factor is most important to you when it comes to deciding on or judging businesses in the pharmaceuticals industry: Transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

R1) Competence - It's something I'm putting in my body and I need to know what will happen

R2) Competence - I don't wanna die

R3) Competence

R4) Competence

R5) Competence

R6) Competence - If I know of a friend who has had a bad situation with something I'm less likely to get it

Social Media Companies

1) Do you use any or all of these social media platforms?

All “yes”; R3 and R5 have Snapchat but don’t use it regularly

2) Do you feel these companies have lived up to/fulfilled these messages? Why or why not?

If not, do you think they ever will? If so, will they continue to?

R1) Yes. You can see that Twitter has fixed their privacy policy, and you can build communities and stay connected on Facebook. Snapchat’s message is about who it is, which is pretty straightforward.

R2) No, I think the communities in them have done it though. Which I guess is what Facebook’s mission is kind of saying, but it’s like the users are doing good things on the sites while the companies are collecting our data.

R3) Yes...I mean they are doing these things and will continue to do them, but it’s the “why” behind it that I would question. They want us to use or continue to use their platforms and will do what it takes to keep us, but they need us there for the data we give them.

R4) Yeah, I think Twitter and Facebook’s actions have proven they will work to make right what they’ve messed up in the past. Snapchat’s isn’t really a message of much more than who they are, which is what they’ll likely continue to be so I think they’ve “lived up” to it too.

R5) Yes. I think they’ll always be places for us to connect with friends and family, and now that consumers are paying closer attention they’ll be more careful about what they do with our information and what types of ads or posts they send us.

R6) Yeah I guess so. I haven’t had any issues with them.

3) Do you think any/all of the messages are authentic? Why or why not?

R1) I guess...like I said they’re actually doing these things, so I can’t really argue it.

R2) I don't think they're authentic statements; if they were they would have been doing these things from the get-go (speaking specifically about Twitter & Facebook). They're easy things to do. All this stuff is reactive to all the things that are coming out now. It feels like backtracking.

R3) (referenced same answer above)

R4) I don't think they have the best intentions toward users more than toward advertisers. They need our information for advertisers, and like I said they messed up in the past, so they need to send messages that put themselves in a better light.

R5) I think Twitter's actions here are more because they have to, and Facebook's message is too generic. Snapchat's ad is cool and does seem authentic.

R6) I think they have to be with so much scrutiny on them now.

4) How do these messages make you feel about these companies? Would you choose to give your business to any of these companies? Why or why not?

R1) It's hard to judge based on these. The messages are good, and aside from the recent Facebook news stories about Cambridge Analytica and everything I'm generally fine with social media. I use it a lot.

R2) Twitter's is kind of annoying, because they could have been doing more to protect privacy in the first place instead of putting out this statement just now, saying they believe privacy is important. It should always be, and you shouldn't need an official statement saying that.

R3) They don't really change how I feel about them.

R4) Not any different. They're about the advertisers.

R5) I don't really use Snapchat and this ad isn't going to change that, but I like the ideas behind the commercial. The others are pretty generic and, like, common sense things. Nothing groundbreaking or anything to catch my attention.

R6) They're all pretty obvious things. I like the Snapchat commercial, but Twitter and Facebook's messages don't really do anything to change opinion.

5) Is there anything these companies are not saying or leaving out in this message? What should they be talking more about?

R1) Not in these messages specifically.

R2) I'd like to hear more about what they're doing to get rid of fake news and bots and that sort of thing.

R3) I think the obvious things like use of data and fake news are being talked about other places. These messages fit what they're going for in these contexts, but obviously more detail about how they're doing these things would help.

R4) I mean, Facebook has made a lot of apologies, and so far Snapchat hasn't run into as many problems as other social media sites with hacking or fake news or anything. Twitter's message is good; it gives us an explanation of exactly what they're doing to fix some of their problems.

R5) I think they should be doing more instead of talking more. Facebook has started to.

R6) Not really that I can think of.

6) What do you think the goals are with these messages? Why do you think they released these?

R1) I think the message is...I don't know...it's not directly "don't leave us" but all their actions are to keep people on their apps and retain users. Like you'd think ads would be to get new users but these are more in defense mode.

R2) Twitter and Facebook are making it seem like we're the reason they're changing, like they care about us. Snapchat is trying to show people all the things it can do, and that it's more than a photo sharing app for teens.

R3) I think they want people to feel comfortable using their services and sharing things online. Twitter specifically obviously had some things to clean up with its privacy policy, but I don't know if Facebook has ever changed its mission statement or would ever change it after everything that's happened. It still fits their ultimate goal, which is the goal of every site, to get people to use the apps.

R4) To portray themselves in a better light and improve people's attitudes toward them.

R5) Twitter says it directly in the story: they want people to know they're making it easier to see how data is used. Facebook's mission statement is kind of a goal in itself, but doesn't help them build a better reputation with its users. Snapchat looks like they're trying to grow their user base.

R6) Twitter wants people to trust them with their information. Facebook wants to build communities online, and Snapchat wants more people to use their site and try out filters and other features.

7) Do you pay attention to ads or other communications from organizations in this industry?

R1) I do more now than I used to. Like Wells Fargo, they got caught and are now taking stances against these bad practices because they've been found out.

R2) I see Facebook ads on Hulu a lot. I usually pay attention to them because they affect me.

R3) No, there aren't as many in this industry as the others.

R4) Not really

R5) I see them and will pay attention if something might directly pertain to me, like the Facebook scandal or the LinkedIn hack a while ago or something.

R6) No, I don't see a ton in general aside from news stories and company statements in response to those.

8) Do you follow any social media companies in the news?

All respondents have heard of the Cambridge Analytica scandal, but otherwise don't actively follow this industry or any one company in it in the news.

9) What trust factor is most important to you when it comes to deciding on or judging social media companies: Transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

R1) Benevolence or security

R2) Privacy/security

R3) Privacy/security

R4) Benevolence

R5) Transparency

R6) Privacy/security

Insurance Companies

1) Do you feel these companies have lived up to/fulfilled these messages? Why or why not?

If not, do you think they ever will? If so, will they continue to?

R1) No.

R2) Again, United Healthcare is one where you can actually see that they're doing something.

AIG too, but if it's just a "discussion" I'm not sure how much progress they've made in actually living up to resolving the socio-economic issues.

R3) State Farm was more asking us to do something. It's a good message but not one that puts something back on them or boosts them up in any way. United Healthcare fulfilled what they said they would, and AIG is at least taking steps toward helping make improvements in the world. I like that all of these are visible things they are doing and not just empty messages.

R4) State Farm's is so sad! But it's a good message and a good thing for them to talk about. I feel like United Healthcare is taking actions for their customers as well.

R5) They've done what they talk about doing here, but I guess we don't really know if they'll continue to do them.

R6) They are, but not for us. They want us to know we're on their side.

2) Do you think any or all of these messages are authentic? Why or why not?

R1) UHG seemed more legit.

R2) I think they're more for PR purposes.

R3) I think the messages do fit with what each company wants to do and stand for, but State Farm's doesn't really speak to their actual business practice.

R4) Yeah, I mean for Allstate and United Healthcare they're not about anything an insurance company wouldn't do or wouldn't stand for. The State Farm ad wasn't about them as a company though.

R5) I think the UHG one was the only one that had actual evidence to back the message. AIG too actually had the summit, but Allstate and State Farm not so much.

R6) No.

3) How do these messages make you feel about these companies? Would you choose to give your business to any of these companies? Why or why not?

R1) State Farm's made me sad; Allstate's was kind of boring honestly, but AIG and United Healthcare are doing good things. These wouldn't make me change insurance companies though.

R2) Allstate didn't give any details or say what they're actually doing. What does "reinventing protection to help customers" even mean? I don't feel any different really.

R3) State Farm had a good message, but again, it's about how we can use their program (if that's what the ad is promoting) and not what they've done directly to help homeless people. The HouseCalls program is awesome though. I'd actually support something like that.

R4) I actually do like State Farm's; it's a good message. I'm happy United Healthcare is doing this program too, but it's not something that affects me so it wouldn't be a deciding factor for me. Allstate isn't very unique, and AIG's doesn't really grab my attention either.

R5) They make me feel good, but it's about more than their messages when I figure out what insurance company I want to buy from.

R6) Not any different; I wouldn't give business to them just based on these alone.

4) What do you think the goals are with these messages? Why do you think they released these?

R1) I think all of them want to look like a good company, but the underlying theme is to push the products and services. That's their main takeaway, that these things are benefitting people so we should support that.

R2) They're trying to show what their values are.

R3) To show what and who they stand for. That's one thing they're all doing well...each one has a clear group of people they're helping, and they're communicating that well.

R4) To tell their customers what they do and how they're helping communities. State Farm wants us to help our communities.

R5) They want to stand out. United Healthcare and Allstate are talking about their products, but not in a direct "sales-y" way. All we ever hear of insurance companies are what they are selling, so these help the companies get away from that.

R6) To get customers and show them they're doing good things.

5) What trust factor is most important to you when it comes to deciding on or judging businesses in the insurance industry: Transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

R1) Reliability - absolutely that's number one

R2) Reliability - don't wanna be left hanging

R3) Reliability

R4) Competence or reliability

R5) Reliability

R6) Reliability

Wireless Telecommunications Companies

1) What company do you use for wireless service?

R1) Verizon

R2) Sprint

R3) AT&T

R4) Verizon

R5) AT&T

R6) AT&T

2) Do you feel these companies have lived up to/fulfilled these messages? Why or why not?

If not, do you think they ever will? If so, will they continue to?

R1) I think they have and will more than the other ones (industries). It's so competitive they have to be doing something.

R2) I don't know...I don't know as much about their operations. For US Cellular they are donating the money, but there's no way to know if they will in the future.

R3) Obviously US Cellular has actually lived up to their message. Verizon's should be a given, but I've heard stories of bad customer service from them so they can obviously improve and live up to it better. Sprint and T-Mobile don't really give us anything to judge against here. What they're saying is kind of what all of them say, and it doesn't really mean anything.

R4) I like US Cellular's; they've actually done something instead of just saying they're committed to the Boys & Girls Clubs. The other ones are too high-level. They're just stating who

they are, but the language could apply to any of them. I think they'll try to live up to it, but all of the other companies will too.

R5) Yes, but for, like, Verizon, they kind of have to. That's the whole foundation of their business is living up to these things.

R6) I mean, probably. US Cellular did. I hate Sprint and don't know a lot about T-Mobile.

3) Do you think any or all of these messages are authentic? Why or why not?

R1) I think it's half and half. The ones about coverage and plans are authentic but not so much the ones where they care about our opinion.

R2) I think they do care about us, because we see more value in these companies because we don't feel like we could live without our phones.

R3) I don't like that they're using, like, "power phrases"...it comes off as disingenuous. I don't mind Verizon's, but you shouldn't have to say some of these things, so the fact that you are makes me ask why you feel like you have to tell me.

R4) Again I think they are, but that's kind of because these messages are what every company is trying to do.

R5) I like how Verizon actually breaks down each part of their business and acknowledges they need to make a profit. We're always hearing "oh it's all about you" but this is more authentic in that they do put themselves in their mission a little bit.

R6) Yeah, I think it works for them and what they do.

4) How do these messages make you feel about these companies? Would you choose to give your business to any of these companies? Why or why not?

R1) The Verizon one was dumb. The wording was bad, but at least they're doing these things so I can get behind that. The rest are good.

R2) They're all positive messages, so it's not like I get a negative feeling about them or anything. I like when their ads are more comical though; I pay more attention to those.

R3) I think they're all good things these companies are and should be standing for, but there are other things they could be doing to make me feel better about them. Better service, no extra or undisclosed fees, things like that. These messages don't change that.

R4) Sprint took kind of a different angle with theirs, and I like that it's direct and to the point. I think all of them are good and I don't, like, hate any company in particular, so I think they're good.

R5) They're not going to make me go out and switch carriers or anything, but I like that they are saying and recognizing these things and understanding what's important to their customers.

R6) I don't like dealing with my phone company in general. They want to find ways to save money but the customer service is what's affected. They should be talking more about that and ways they will improve it before I change my mind about anything.

5) What do you think the goals are with these messages? Why do you think they released these?

R1) More than other industries the ads from these companies are everywhere and all sound the same, so they need to stand out and get people to pay attention. Sprint and T-Mobile specifically look like they're targeting maybe 20- 30-year olds.

R2) I think a lot of this, especially US Cellular, is PR. These are good things they're doing but it's not entirely selfless.

R3) They're trying to get people to like or be attracted to them. Especially in telecoms you're rewarded more for being a new customer than an existing one. Not that that's a tactic here, but with people going in and out this is a constant thing and the companies need to keep their image.

R4) I think they want customers, and they to talk about what makes them different. I don't know that any of the messages do make them that much different though.

R5) US Cellular actually wants to support a cause and show people they're committed to something beyond phone service. The rest are more marketing messages for customers.

R6) Their goal is to gain customers and make money.

6) What trust factor is most important to you when it comes to deciding on or judging businesses in the wireless telecoms industry: Transparency, privacy/security, competence, reliability, or benevolence (social responsibility and interest in consumer welfare)?

R1) Reliability - I want my phone to work

R2) Privacy & security

R3) Transparency with, like, fees and everything

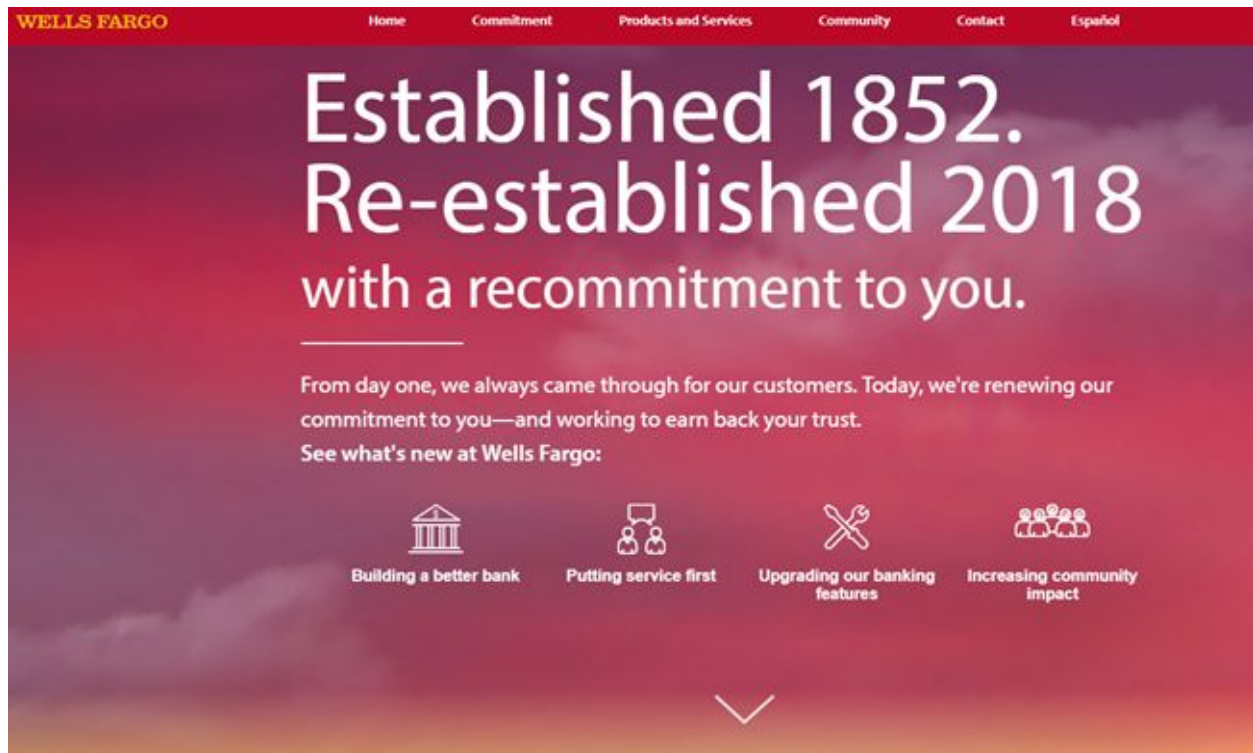
R4) Reliability

R5) Transparency

R6) Reliability

INTERVIEW MESSAGE SAMPLES

Banks



Source: <https://welcome.wf.com/renew/>



(Video) Source: <https://www.facebook.com/chase/videos/2418835324809077/>



WHY STRENGTHENING COMMUNITIES SHOULD BE A BANK'S BUSINESS

By 2060, the U.S. population is projected to grow by 90 million. How can we create thriving urban communities for all these people?

Developer Jonathan Rose has a vision: Rejuvenate neighborhoods by building affordable, green housing close to jobs, schools, healthcare and mass transit. With financing from Citi, Jonathan is helping to revitalize cities across the country.

For over 200 years, Citi's job has been to believe in people and to help make their ideas a reality.

#progressmakers

citi

© 2014 Citigroup Inc. Citi and Citi with Arc logo are registered service marks of Citigroup Inc.

Source: <http://blog.publicisna.com/publicis-kaplan-thaler-citi-win-big-at-fcs-awards/>

Insurance Companies

Allstate History & Timeline

MAKING HISTORY FOR OVER 80 YEARS.

Since it was founded in 1931, Allstate has been a pioneer of the insurance industry. Americans have trusted Allstate to help protect their families and their belongings for over 80 years.

Based in Northbrook, Illinois, Allstate is the nation's largest publicly held personal lines insurer. Its leaders, employees and agency owners have been an integral part of Allstate's heritage.

Today, Allstate is reinventing protection to help consumers better prepare for tomorrow and protect what matters most.

Source: <https://www.allstate.com/about/history-timeline.aspx>

AIG
May 9 · 🌐

Last week, senior AIG leaders convened at the 2018 Shared Value Leadership Summit, where they discussed how to support global cities facing socio-economic issues like clean water and renewable energy. We've worked with [Enactus](#) to sponsor student entrepreneurs who've developed solutions for pressing issues in their cities. 🌟 #SVLeaders

Community [See All](#)

👤 [Invite your friends](#) to like this Page

👍 236,783 people like this

📡 237,738 people follow this

About [See All](#)

🌐 www.aig.com

📁 Insurance Broker

✎ [Suggest Edits](#)

English (US) · Español · Português (Brasil) · Français (France) · Deutsch [+](#)

[Privacy](#) · [Terms](#) · [Advertising](#) · [Ad Choices](#) [▶](#)
[Cookies](#) · [More](#) ▶
Facebook © 2018

👍 Like 💬 Comment ➦ Share

👍 14 [Most Relevant](#) ▼

7 Shares

Source: <https://www.facebook.com/AIGInsurance/>

5 Million HouseCalls Provided to People Enrolled in UnitedHealthcare Medicare Advantage Plans

May 21, 2018

- *8.5 million care opportunities addressed, tens of thousands of potential hospital admissions avoided since 2012*
- *Program credited with ‘giving new lease on life’*

MINNETONKA, Minn. (May 21, 2018) – UnitedHealthcare has now provided more than 5 million in-home clinical visits through its HouseCalls program, bringing potentially life-saving preventive care to people enrolled in its Medicare Advantage plans in the comfort of their homes.

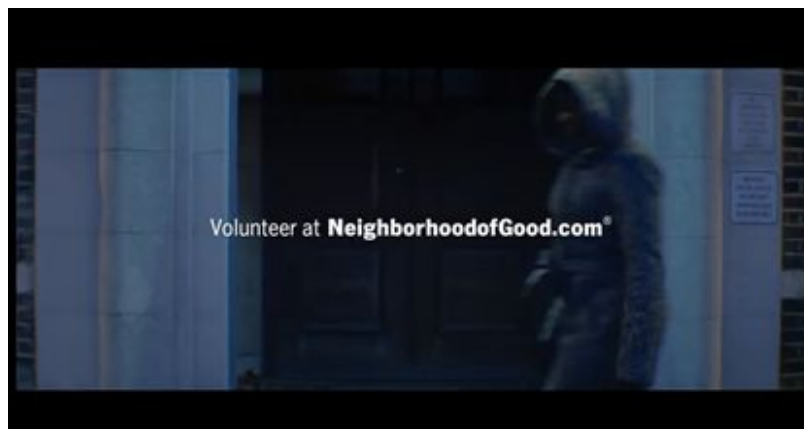
Since UnitedHealthcare introduced HouseCalls in 2012, the program has helped tens of thousands of seniors avoid potential hospital admissions by identifying health concerns and enabling earlier clinical intervention. This estimate is based on a 2015 [RAND study](#) that found people who’d received a HouseCalls visit had up to 14 percent fewer hospital admissions as compared to people who had not participated in the program.

In addition, 8.5 million care opportunities, such as overdue cancer and diabetes screenings, have been addressed after licensed health care practitioners identified them during HouseCalls visits.

Through HouseCalls, people enrolled in most UnitedHealthcare Medicare Advantage plans, including group retiree and Dual Special Needs Plans, can receive an annual wellness check-up in the privacy of their home, at no additional cost. HouseCalls health care practitioners use patient-specific clinical data on electronic tablets to help address people’s health needs...

Source:

<https://newsroom.uhc.com/news-releases/5-million-housecalls-provided-to-people-enrolled-in-unitedhealth.html>



(Video) Source:

https://www.youtube.com/watch?reload=9&v=ceK5ukiw6cc&utm_source=t.co&utm_medium=referral

Social Media Companies

Twitter's updated privacy policy sheds light on just what happens to your data

Twitter rolled out [an updated privacy policy](#) on Tuesday, with less legalese and a simpler format to help clarify how the platform uses data. The change, prompted in part by the [upcoming General Data Protection Regulation \(GDPR\) laws](#) in the European Union, is designed to make the company's policies easier to understand. While the laws are only in the EU, Twitter says that the privacy settings and privacy policy update applies worldwide.

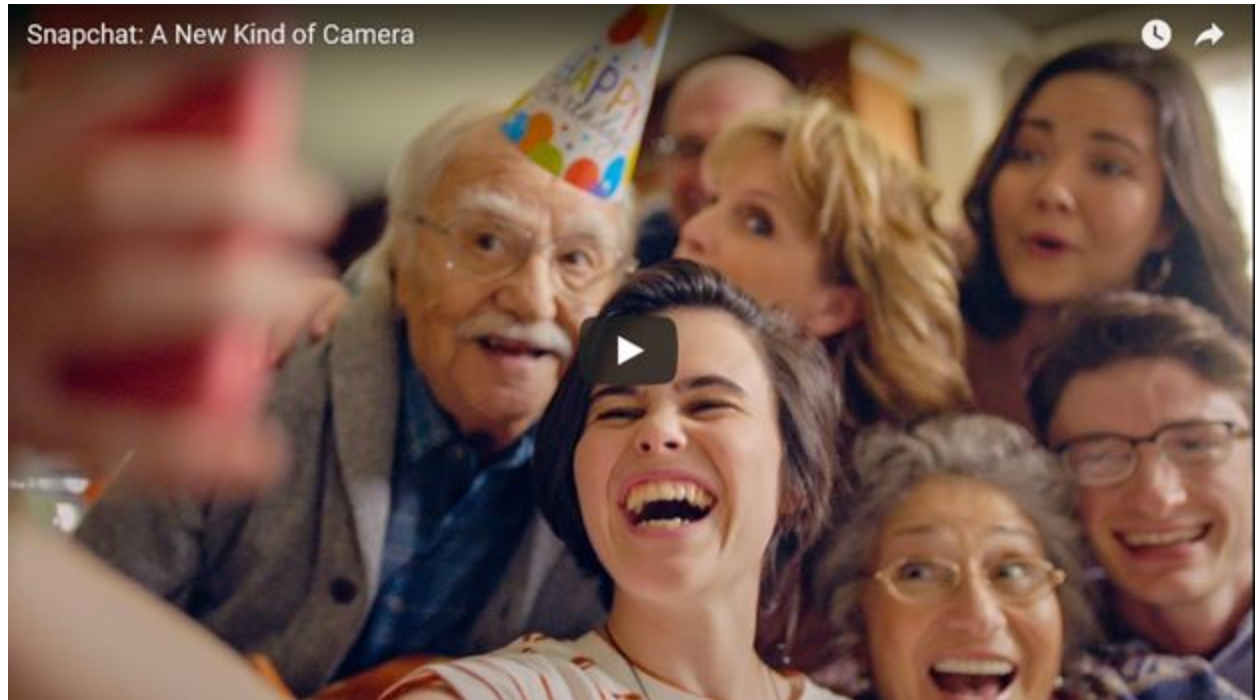
"Twitter's purpose is to keep the world informed by serving the public conversation," Damien Kieran, Twitter's data protection officer, [wrote in a blog post](#). "We work hard to build a great experience for people tweeting, and seeing tweets all over the world, and protecting the privacy of the people who use Twitter every day. We believe you should know the types of data you share with us and how we use it. Most importantly, you should have meaningful control over both."

The new policy revises content to use clearer language, Twitter says. Part of making that language easier to understand includes highlighted phrases with hover-over definitions...

Source: <https://www.digitaltrends.com/social-media/twitter-privacy-policy-update-gdpr/>



Source: <https://newsroom.fb.com/company-info/>

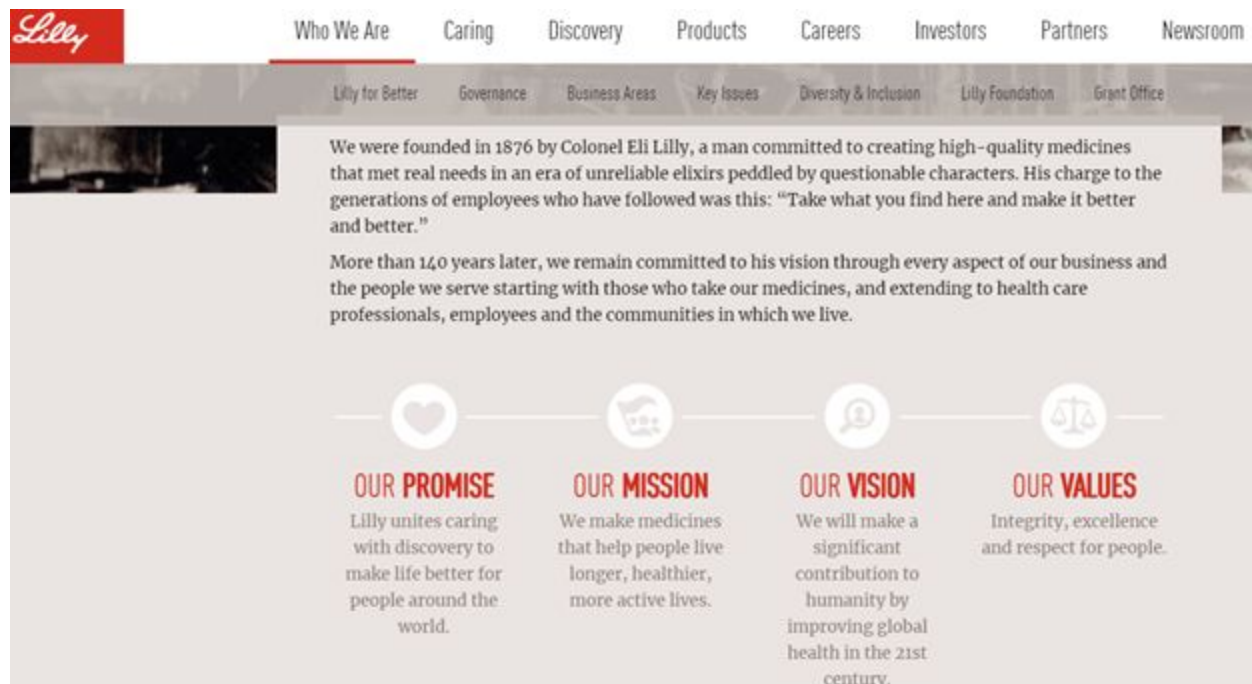


(Video) Source: <https://www.youtube.com/watch?v=cfqABVVN9ck>

Pharmaceutical Companies



Source: https://twitter.com/pfizer/with_replies



Source: <https://www.lilly.com/who-we-are>

AstraZeneca pressures fellow pharmas with vow to reveal doctor payments worldwide

by [Angus Liu](#) |

Jun 4, 2018 12:12pm

Pharmas' payments to doctors raise concerns about prescription bias and have triggered bribery investigations, too. So, to win patients' trust, transparency matters. And now, AstraZeneca is going beyond its Big Pharma fellows to disclose all its doc payments, even in regions where it's not required.

CEO Pascal Soriot told investors at its annual meeting that his company plans to disclose payments in all countries where it has commercial activities, according to [The Times](#). Several countries, including the U.S., require those disclosures under local regulations.

"[There was] no reason for us not to disclose," said Soriot, as quoted by The Times of London.

"It's only a question of making sure we have the tools to do it in an efficient and indeed transparent manner. I think we should be able to do it soon."

Source:

<https://www.fiercepharma.com/pharma/astrazeneca-pressures-fellow-biopharmas-vow-to-pronounce-all-payments-to-doctors>

Wireless Telecommunications Companies

U.S. Cellular donates \$1M to Boys & Girls Clubs

U.S. Cellular today announced a \$1 million donation to Boys & Girls Clubs of America to provide K-12 science, technology, engineering and mathematics (STEM) educational opportunities to youth.

This is the fourth year U.S. Cellular has funded 53 Boys & Girls Clubs to provide academic and after school enrichment programs, with a focus on STEM programming.

"U.S. Cellular is committed to enhancing youth learning experiences in our local communities and proud to continue working with Boys & Girls Clubs of America to invest in our future leaders," said Deirdre Drake, senior vice president and chief human resources officer at U.S. Cellular. "Throughout the year, we strive to provide youth with unique, interactive opportunities, which showcase real-world applications for STEM careers."...

Source:

<http://www.dailyherald.com/business/20180402/us-cellular-donates-1m-to-boys-amp-girls-clubs>

We Are Verizon.

- We have work because our customers value our high-quality communications services.
- We focus outward on the customer, not inward.
- We know teamwork enables us to serve our customers better and faster.
- We believe integrity is at the core of who we are.
- We know that bigness is not our strength, best is our strength.
- Everything we do is built on the strong foundation of our corporate values.

Priorities:

- A great customer experience.
 - Speak human.
 - Keep our word.
 - Deliver digital first.
 - Better matters for our customers.
- Growth & profitability.
 - It's not one or the other. It's both.
 - Win customers.
 - Build value.
 - Better matters for business results.
- Building our VTeam culture.

- Teach it.
- Live it.
- Be it.
- Better matters for us.

Source: <https://www.verizon.com/about/sites/default/files/Verizon-Credo.pdf>

Sprint ✓
@sprint

We're here to unleash the power of tech to create awesome solutions that deliver amazing experiences.

About
Welcome to the T-Mobile USA Facebook community, home-base for the Un-carrier revolution.

Company Overview
We're changing the wireless industry for good.

Based in Bellevue, Wash., T-Mobile USA is a national provider of wireless voice, messaging, and data, all built on America's fastest 4G LTE Network. Now covering 308 million Americans, T-Mobile is growing faster than ever, all while abolishing the restrictions, runarounds, overages, and over-promises by other wireless companies.

That's why we are the Un-carrier. And #WeWontStop.

Awards
Multiple independent research studies continue to rank T-Mobile USA among the highest in numerous regions throughout the U.S. in wireless customer care and call quality.

Sources: https://www.facebook.com/pg/TMobile/about/?ref=page_internal and <https://twitter.com/sprint>

QUALTRICS SURVEY REPORT

Q2 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the banking industry. Organizations in this industry include, but are not limited to: Bank of America, Citibank, JP Morgan Chase, and Wells Fargo.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Banks improve our quality of life.	1	5	3.2	0.96	0.93	132
2	Banks provide beneficial social services.	1	5	2.95	1.09	1.19	132
3	Banks protect privacy and personal information.	1	5	3.12	1.08	1.17	132
4	I trust banks to do what is right for customers.	1	5	2.73	1.21	1.47	132
5	Banks value customers of their products and services.	1	5	2.92	1.1	1.21	132
6	Banks are competent in their operations.	1	5	3.34	0.95	0.91	132
7	Banks are responsible for the welfare of their customers.	1	5	3.18	1.23	1.51	132
8	Banks are reliable in their operations.	1	5	3.14	1.05	1.1	132
9	Banks are transparent in their operations.	1	5	2.39	1.11	1.22	132
10	Banks are transparent in their communication.	1	5	2.56	1.1	1.22	132
11	Banks are interested in their own profits above all else.	1	5	3.93	1.08	1.17	132
12	Banks provide me with a feeling of security.	1	5	2.87	1.09	1.19	132

Q3 - My feeling of trust in the banking industry is:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My feeling of trust in the banking industry is:	1	5	2.92	1.07	1.15	132

Q4 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the insurance industry. Organizations in this industry include, but are not limited to: Anthem, AIG, MetLife, Prudential, State Farm, and UnitedHealth Group.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Insurance companies improve our quality of life.	1	5	3.06	1.07	1.15	128
2	Insurance companies provide beneficial social services.	1	5	3.16	1.11	1.24	128
3	Insurance companies protect privacy and personal information.	1	5	3.1	1.09	1.18	128
4	I trust insurance companies to do what is right for customers.	1	5	2.56	1.18	1.39	128
5	Insurance companies value customers of their products and services.	1	5	2.77	1.17	1.38	128
6	Insurance companies are competent in their operations.	1	5	3.04	1.09	1.18	128
7	Insurance companies are responsible for the welfare of their customers.	1	5	3.34	1.23	1.52	128
8	Insurance companies are reliable in their operations.	1	5	2.82	1.08	1.16	128
9	Insurance companies are transparent in their operations.	1	5	2.38	1.14	1.3	128
10	Insurance companies are transparent in their communication.	1	5	2.45	1.14	1.31	128
11	Insurance companies are interested in their own profits above all else.	1	5	4.05	1.01	1.03	128
12	Insurance companies provide me with a feeling of security.	1	5	3.02	1.19	1.42	128

Q5 - My feeling of trust in the insurance industry is:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My feeling of trust in the insurance industry is:	1	5	2.84	1.09	1.19	128

Q6 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the pharmaceuticals industry. Organizations in this industry include, but are not limited to: Bristol Myers-Squibb, Eli Lilly, Pfizer, AstraZeneca, Bayer, and GlaxoSmithKline.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Pharmaceutical companies improve our quality of life.	1	5	3.34	1.13	1.27	128
2	Pharmaceutical companies provide beneficial social services.	1	5	3.07	1.13	1.28	128
3	Pharmaceutical companies protect privacy and personal information.	1	5	2.97	1.24	1.53	128
4	I trust pharmaceutical companies to do what is right for customers.	1	5	2.38	1.19	1.41	128
5	Pharmaceutical companies value customers of their products and services.	1	5	2.51	1.19	1.42	128
6	Pharmaceutical companies are competent in their operations.	1	5	3.16	1.06	1.12	128
7	Pharmaceutical companies are responsible for the welfare of their customers.	1	5	3.51	1.27	1.62	128
8	Pharmaceutical companies are reliable in their operations.	1	5	2.82	1.06	1.13	128
9	Pharmaceutical companies are transparent in their operations.	1	5	2.27	1.13	1.27	128
10	Pharmaceutical companies are transparent in their communication.	1	5	2.29	1.11	1.22	128
11	Pharmaceutical companies are interested in their own profits above all else.	1	5	4.28	0.96	0.92	128
12	Pharmaceutical companies provide me with a feeling of security.	1	5	2.39	1.19	1.41	128

Q7 - My feeling of trust in the pharmaceuticals industry is:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My feeling of trust in the pharmaceuticals industry is:	1	5	2.53	1.14	1.3	128

Q8 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the wireless telecommunications industry. Organizations in this industry include, but are not limited to: AT&T, Verizon Wireless, T-Mobile, Sprint, and US Cellular.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Wireless telecommunication companies improve our quality of life.	1	5	3.93	0.91	0.82	127
2	Wireless telecommunication companies provide beneficial social services.	1	5	3.48	1.1	1.21	127
3	Wireless telecommunication companies protect privacy and personal information.	1	5	2.53	1.22	1.48	127
4	I trust wireless telecommunication companies to do what is right for customers.	1	5	2.5	1.16	1.34	127
5	Wireless telecommunication companies value customers of their products and services.	1	5	2.71	1.14	1.31	127
6	Wireless telecommunication companies are competent in their operations.	1	5	3.05	1.1	1.21	127
7	Wireless telecommunication companies are responsible for the welfare of their customers.	1	5	2.94	1.21	1.46	127
8	Wireless telecommunication companies are reliable in their operations.	1	5	2.95	1.11	1.23	127
9	Wireless telecommunication companies are transparent in their operations.	1	5	2.35	1.12	1.25	127
10	Wireless telecommunication companies are transparent in their communication.	1	5	2.42	1.16	1.35	127
11	Wireless telecommunication companies are interested in their own profits above all else.	1	5	4.21	1.02	1.03	127
12	Wireless telecommunication companies provide me with a feeling of security.	1	5	2.66	1.22	1.5	127

Q9 - My feeling of trust in the wireless telecommunication industry is:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My feeling of trust in the wireless telecommunication industry is:	1	5	2.78	1.02	1.04	127

Q10 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in social media. Social media organizations include, but are not limited to: Facebook, Twitter, Instagram, LinkedIn, and Snapchat.

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Social media improves our quality of life.	1	5	2.82	1.27	1.61	127
2	Social media organizations provide beneficial social services.	1	5	2.98	1.21	1.46	127
3	Social media organizations protect privacy and personal information.	1	5	1.84	1.11	1.24	127
4	I trust social media organizations to do what is right for users.	1	5	2	1.12	1.24	127
5	Social media organizations value users of their products and services.	1	5	2.57	1.22	1.49	127
6	Social media organizations are competent in their operations.	1	5	2.77	1.15	1.33	127
7	Social media organizations are responsible for the welfare of their users.	1	5	2.77	1.24	1.53	127
8	Social media organizations are reliable in their operations.	1	5	2.61	1.15	1.32	127
9	Social media organizations are transparent in their operations.	1	5	2.17	1.07	1.14	127
10	Social media organizations are transparent in their communication.	1	5	2.21	1.08	1.16	127
11	Social media organizations are interested in their own profits above all else.	1	5	3.91	1.18	1.4	127
12	Social media organizations provide me with a feeling of security.	1	5	2.08	1.12	1.25	127

Q11 - My feeling of trust in social media organizations is:

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My feeling of trust in social media organizations is:	1	5	2.41	1.12	1.27	127

Q12 - Please select the gender which you identify with the most:

#	Answer	%	Count
1	Male	45.67%	58
2	Female	54.33%	69
3	Other	0.00%	0
	Total	100%	127

Q13 - What is your age?

#	Answer	%	Count
1	18-24	9.45%	12
2	25-34	52.76%	67
3	35-44	14.96%	19
4	45-54	9.45%	12
5	55+	13.39%	17
	Total	100%	127

Q14 - Please select the highest level of education you have completed:

#	Answer	%	Count
1	Some high school	0.79%	1
2	High school graduate	10.24%	13
3	Some college	29.13%	37
4	College graduate	39.37%	50
5	Post-college graduate	20.47%	26
	Total	100%	127

QUALTRICS SURVEY REPORT

Q2 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the banking industry. Organizations in this industry include, but are not limited to: Bank of America, Citibank, JPMorgan Chase, and Wells Fargo.

#	Question	STRONGLY DISAGREE					STRONGLY AGREE				
		1	2	3	4	5	Total				
1	Banks improve our quality of life.	4.72%	6	16.54%	21	41.73%	53	28.35%	36	8.66%	11
2	Banks provide beneficial social services.	10.24%	13	23.62%	30	32.28%	41	26.77%	34	7.09%	9
3	Banks protect privacy and personal information.	8.66%	11	18.11%	23	37.01%	47	27.56%	35	8.66%	11
4	Trust banks to do what is right for customers.	18.90%	24	24.41%	31	28.35%	36	19.69%	25	8.66%	11
5	Banks value customers of their products and services.	12.50%	16	20.47%	26	37.01%	47	22.85%	29	7.09%	9
6	Banks are competent in their operations.	3.94%	5	12.60%	16	39.37%	50	33.07%	42	11.02%	14
7	Banks are responsible for the welfare of their customers.	5.51%	7	27.56%	36	25.90%	33	21.26%	27	19.69%	25
8	Banks are reliable in their operations.	9.45%	12	14.17%	18	36.22%	46	33.86%	43	6.30%	8
9	Banks are transparent in their operations.	23.62%	30	36.22%	46	19.69%	25	17.32%	22	3.15%	4
10	Banks are transparent in their communication.	19.69%	25	28.35%	36	30.71%	39	17.32%	22	3.94%	5
11	Banks are interested in their own profits above all else.	1.57%	2	12.60%	16	16.54%	21	30.71%	39	38.58%	49
12	Banks provide me with a feeling of security.	12.50%	16	22.83%	29	35.43%	45	22.83%	29	6.30%	8

Q3 - My feeling of trust in the banking industry is:

Answer	%	Count
1	12.50%	16
2	21.26%	27
3	34.65%	44
4	26.77%	34
5	4.72%	6
Total	100%	127

Q4 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the insurance industry. Organizations in this industry include, but are not limited to: Anthem, AIG, MetLife, Prudential, State Farm, and UnitedHealth Group.

#	Question	STRONGLY DISAGREE					STRONGLY AGREE				
		1	2	3	4	5	Total				
1	Insurance companies improve our quality of life.	8.66%	11	20.47%	26	35.43%	45	26.77%	34	8.66%	11
2	Insurance companies provide beneficial social services.	10.24%	13	14.17%	18	36.22%	46	28.35%	36	11.02%	14
3	Insurance companies protect privacy and personal information.	9.45%	12	17.32%	22	37.01%	47	26.77%	34	9.45%	12
4	Trust insurance companies to do what is right for customers.	22.09%	28	26.77%	34	29.13%	37	15.75%	20	6.30%	8
5	Insurance companies value customers of their products and services.	18.11%	23	22.05%	28	31.50%	40	21.26%	27	7.09%	9
6	Insurance companies are competent in their operations.	8.66%	11	22.05%	28	35.43%	45	24.41%	31	9.45%	12
7	Insurance companies are responsible for the welfare of their customers.	8.66%	11	15.75%	20	29.92%	38	22.83%	29	22.83%	29
8	Insurance companies are reliable in their operations.	11.91%	15	25.20%	32	39.37%	50	15.75%	20	7.87%	10

9	Insurance companies are transparent in their operations.	28.33%	36	26.77%	34	25.98%	33	15.75%	20	3.15%	4	127
10	Insurance companies are transparent in their communication.	26.77%	34	24.41%	31	29.92%	38	14.96%	19	3.94%	5	127
11	Insurance companies are interested in their own profits above all else.	1.57%	2	5.51%	7	23.62%	30	25.20%	32	44.09%	56	127
12	Insurance companies provide me with a feeling of security.	14.96%	19	15.75%	20	33.07%	42	25.98%	33	10.24%	13	127

Q6 - My feeling of trust in the insurance industry is:

Answer	%	Count
1	14.96%	19 VERY LOW
2	19.69%	25
3	34.65%	44
4	26.77%	34
5	3.94%	5 VERY HIGH
Total	100%	127

Q6 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the pharmaceuticals industry. Organizations in this industry include, but are not limited to: Bristol Myers-Squibb, Eli Lilly, Pfizer, AstraZeneca, Bayer, and GlaxoSmithKline.

#	Question	STRONGLY DISAGREE					STRONGLY AGREE					
		1	2	3	4	5	Total					
1	Pharmaceutical companies improve our quality of life.	7.87%	10	14.17%	18	29.92%	38	33.07%	42	14.96%	19	127
2	Pharmaceutical companies provide beneficial social services.	9.45%	12	22.83%	29	27.56%	35	30.71%	39	9.45%	12	127
3	Pharmaceutical companies protect privacy and personal information.	16.54%	21	18.90%	24	26.77%	34	27.56%	35	10.24%	13	127
4	I trust pharmaceutical companies to do what is right for customers.	32.28%	41	18.90%	24	29.13%	37	16.54%	21	3.15%	4	127
5	Pharmaceutical companies value customers of their products and services.	26.77%	34	22.83%	29	27.56%	35	18.11%	23	4.72%	6	127
6	Pharmaceutical companies are competent in their operations.	7.87%	10	15.75%	20	40.16%	51	25.98%	33	10.24%	13	127
7	Pharmaceutical companies are responsible for the welfare of their customers.	8.68%	11	14.96%	19	22.05%	28	26.77%	34	27.56%	35	127
8	Pharmaceutical companies are reliable in their operations.	13.39%	17	22.05%	28	37.80%	48	22.05%	28	4.72%	6	127
9	Pharmaceutical companies are transparent in their operations.	29.92%	38	32.28%	41	22.05%	28	11.81%	15	3.94%	5	127
10	Pharmaceutical companies are transparent in their communication.	29.13%	37	32.28%	41	22.83%	29	12.60%	16	3.15%	4	127
11	Pharmaceutical companies are interested in their own profits above all else.	1.57%	2	4.72%	6	12.60%	16	26.77%	34	54.39%	69	127
12	Pharmaceutical companies provide me with a feeling of security.	29.92%	38	25.98%	33	24.41%	31	14.96%	19	4.72%	6	127

Q7 - My feeling of trust in the pharmaceuticals industry is:

Answer	%	Count
1	24.41%	31 VERY LOW
2	23.62%	30
3	28.35%	36
4	21.26%	27
5	2.36%	3 VERY HIGH
Total	100%	127

Q8 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in the wireless telecommunications industry. Organizations in this industry include, but are not limited to: AT&T, Verizon Wireless, T-Mobile, Sprint, and US Cellular.

#	Question	STRONGLY DISAGREE					STRONGLY AGREE				
		1	2	3	4	5	Total				
1	Wireless telecommunication companies improve our quality of life.	0.7%	1	23.62%	30	40.16%	61	29.92%	38	127	
2	Wireless telecommunication companies provide beneficial social services.	4.72%	6	14.17%	18	29.13%	37	32.28%	41	127	
3	Wireless telecommunication companies protect privacy and personal information.	25.98%	33	24.41%	31	26.77%	34	16.54%	21	6.30%	8
4	I trust wireless telecommunication companies to do what is right for customers.	24.41%	31	25.98%	33	30.71%	39	13.39%	17	5.51%	7
5	Wireless telecommunication companies value customers of their products and services.	18.11%	23	22.83%	29	36.22%	46	15.75%	20	7.09%	9
6	Wireless telecommunication companies are competent in their operations.	8.66%	11	22.05%	28	35.43%	45	23.62%	30	10.24%	13
7	Wireless telecommunication companies are responsible for the welfare of their customers.	13.39%	17	22.83%	29	33.86%	43	16.54%	21	13.39%	17
8	Wireless telecommunication companies are reliable in their operations.	11.81%	15	19.69%	25	38.58%	49	21.26%	27	8.66%	11
9	Wireless telecommunication companies are transparent in their operations.	28.35%	36	26.77%	34	29.92%	38	11.02%	14	3.94%	5
10	Wireless telecommunication companies are transparent in their communication.	27.56%	35	25.98%	33	28.35%	36	13.39%	17	4.72%	6
11	Wireless telecommunication companies are interested in their own profits above all else.	1.57%	2	5.51%	7	17.32%	22	21.26%	27	54.33%	69
12	Wireless telecommunication companies provide me with a feeling of security.	21.26%	27	26.77%	34	23.62%	30	21.26%	27	7.09%	9

Q9 - My feeling of trust in the wireless telecommunication industry is:

Answer	%	Count
1	11.81%	15 VERY LOW
2	25.98%	33
3	38.58%	49
4	19.69%	25
5	3.94%	5 VERY HIGH
Total	100%	127

Q10 - Please rate the extent to which you agree or disagree with the below statements as they relate to organizations in social media. Social media organizations include, but are not limited to: Facebook, Twitter, Instagram, LinkedIn, and Snapchat.

#	Question	STRONGLY DISAGREE					STRONGLY AGREE				
		1	2	3	4	5	Total				
1	Social media improves our quality of life.	18.11%	23	26.77%	34	20.47%	26	24.41%	31	10.24%	13
2	Social media organizations provide beneficial social services.	13.39%	17	27.56%	35	25.20%	32	11.02%	14	127	
3	Social media organizations protect privacy and personal information.	53.54%	68	22.83%	29	12.60%	16	7.87%	10	3.15%	4
4	I trust social media organizations to do what is right for users.	43.31%	55	29.92%	38	12.60%	16	11.81%	15	2.36%	3
5	Social media organizations value users of their products and services.	25.98%	33	21.26%	27	27.56%	35	19.69%	25	5.51%	7
6	Social media organizations are competent in their operations.	15.75%	20	33.07%	42	18.11%	23	7.87%	10	127	
7	Social media organizations are responsible for the welfare of their users.	20.47%	26	29.13%	37	21.26%	27	8.66%	11	127	

8	Social media organizations are reliable in their operations.	22.83%	29	19.69%	25	3.94%	5	127
9	Social media organizations are transparent in their operations.	34.65%	44	24.41%	31	12.60%	16	127
10	Social media organizations are transparent in their communication.	33.07%	42	25.98%	33	11.81%	15	127
11	Social media organizations are interested in their own profits above all else.	4.72%	6	7.87%	10	20.47%	26	127
12	Social media organizations provide me with a feeling of security.	40.16%	51	17.32%	22	11.81%	15	127

Q11 - My feeling of trust in social media organizations is:				
Answer	%	Count		
1	25.98%	33	VERY LOW	
2	28.35%	36		
3	28.35%	36		
4	13.39%	17		
5	3.94%	5	VERY HIGH	
Total	100%	127		

Q12 - Please select the gender which you identify with the most:			
Answer	%	Count	
1 Male	45.67%	58	
2 Female	54.33%	69	
3 Other	0.00%	0	
Total	100%	127	

Q13 - What is your age?			
Answer	%	Count	
1 18-24	9.45%	12	
2 25-34	52.76%	67	
3 35-44	14.96%	19	
4 45-54	9.45%	12	
5 55+	13.39%	17	
Total	100%	127	

Q14 - Please select the highest level of education you have completed:			
Answer	%	Count	
1 Some high school	0.79%	1	
2 High school graduate	10.24%	13	
3 Some college	29.13%	37	
4 College graduate	39.37%	50	
5 Post-college graduate	20.47%	26	
Total	100%	127	